

Scottsdale Road  
Streetscape Master Plan & Design Guidelines

# Existing Conditions Analysis and Workshop Series #1


Scottsdale Road: McKellips Road to Osborn Road

## Final Draft Summary Report

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Presented to the City of Scottsdale



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# INTRODUCTION

## Project Purpose and Scope

The City of Scottsdale is developing a streetscape master plan and design guidelines for the entire length of Scottsdale Road. The corridor stretches 25 miles from the City's southern border with Tempe, all the way north to the northern city limits at Carefree Highway, bordering on undeveloped Sonoran Desert landscape. Preliminary design drawings will be completed for southern-most four miles of the corridor, between McKellips and Chaparral Roads. As part of the development of the streetscape design for the downtown segment of Scottsdale Road (Osborn to Chaparral), a study of downtown multi-modal access and circulation is also being completed.

A primary goal of the design project is to establish an identity and visual character for Scottsdale Road as a signature corridor along its entire length. The design will create an integrated signature streetscape design that enhances the aesthetic of the corridor; respect existing neighborhood characteristics; provide opportunities for public art; improve mobility for pedestrian, bicycle, and transit travel; and preserve the opportunity for future high capacity transit.

Creating a visual quality that is symbolic of the city as a whole and is appropriate to represent the name of the community is an important consideration, as well as recognizing and strengthening the sense of place of the established unique character areas along Scottsdale Road while linking each to the next adjacent one. Since the character of the corridor changes dramatically along its course, one of the project's main challenges is to find a design solution that responds to each character area while at the same time weaving the entire corridor together with elements of continuity.

This project will challenge the community, adjacent property owners, and the project team to look beyond the norm to achieve a higher level of character and pride along this vital corridor and will create ongoing public and private opportunities to exemplify the community values of this signature street.



Streetscape design elements may include, but are not limited to: expanded sidewalks with pedestrian-friendly paving treatments, enhanced intersections and crosswalks, bicycle lanes, improved transit stops, pedestrian-scaled lighting, street furniture, and landscape design for medians, back-of-curb right-of-way, and adjacent private development. All streetscape elements could include an artistic component. The design team is working collaboratively with the project's public artists to seek opportunities for public art integration along the entire corridor.

In addition, because components of this project will be eligible for federal funding, documents prepared by the consultant team will address associated federal requirements. Development of reliable cost estimates for implementing the master plan as a whole, as well as for installation of improvements for the two southern-most segments, will be critical for this project.

This report summarizes the existing conditions analysis for the first phase (McKellips Road to Osborn Road) of the project. In addition, this report describes the process of developing the public outreach effort, explains the exercises and activities used, summarizes the input gathered during the Workshop Series #1, and discusses next steps for the design development and public outreach effort.

## Project Schedule

The diagram on page 28 illustrates the major elements of the project and the proposed schedule for completion of these elements. The team was authorized to begin work in March 2005 and it is anticipated that the project team's work will continue through at least the end of 2006.

As shown, the project will initially focus on the preliminary streetscape design of the 2.5-mile southern-most segment of the corridor (McKellips Road to Osborn Road). The project team also will complete the Downtown Multi-Modal Circulation Study during the initial phase of the project. For the project's second phase, the design team will focus on the streetscape design of the 1.5-mile downtown portion of the corridor (Osborn Road to Chaparral Road).

While the design team is currently under contract through December 2006, the city is retaining the option to have the same project team complete final construction documents for these segments of Scottsdale Road, and the contract may be extended for up to two additional years. The request for statement of qualifications stated: "Construction Document preparation, Bidding, and Implementation may follow the approval of design concepts. If the consultant team is retained for these phases, the Final Design may begin prior to completion and publishing of the formal streetscape design guidelines."

On a concurrent schedule with the focused streetscape design for the southern-most segments, the overall streetscape master plan and design guidelines will be developed for the entire length of Scottsdale Road. The master plan will address the remaining segments of Scottsdale Road, building upon decisions made during the initial and second phases of the project, as well as planning and design efforts from years past.

The project schedule highlights these key components as well as important milestones such as public workshops and submittal goals for project deliverables. It should be noted that schedule dates shown are targets for completion of project elements. The design team and city staff intend to carry out the

schedule with flexibility, recognizing there may be the need for adjustments as the project evolves and public involvement and community outreach efforts continue.

## Project Goals

At the onset of the project, the City of Scottsdale identified the following project goals:

- Establish an identity and visual character for Scottsdale Road as a signature corridor along its entire length.
- Recognize and strengthen the sense of place of the established unique character areas along Scottsdale Road while linking each to the next adjacent one.
- Challenge the community and adjacent property owners to look beyond the norm to achieve a higher level of character and pride along this vital corridor.
- Strategize ongoing opportunities, both public and private, to realize the vision which will exemplify the community values of the signature street.
- Create an integrated signature streetscape design that will enhance the aesthetic of the road, respect the positive qualities of the existing neighborhood characteristics, provide opportunities for public art, improve mobility for pedestrian, bicycle, and transit travel, and preserve the opportunity for future high capacity transit.
- Incorporate public art along the corridor as a way to enhance the visual character of Scottsdale Road.

## Related City Goals, Policies, and Planning Efforts

The Scottsdale Road project directly supports the City Council Transportation Goal: *“strengthen the transportation system for the safe, efficient and affordable movement of people and goods;”* City Council Environmental Sustainability and Preservation Goal: *“preserve Scottsdale’s desert environment and natural resources, and honor the city’s heritage and character;”* City Council Neighborhood Goal: *“enhance and protect a diverse, family-oriented community where neighborhoods are safe, protected from adverse impacts, well maintained and actively revitalized,”* and Scottsdale Public Art Master Plan Mission *“to make Scottsdale one of the most desirable communities in the country in which to live, work, and visit by incorporating art and design projects throughout. As a central defining characteristic of our community, public art Scottsdale’s unique characteristic of our community, public art enhances Scottsdale’s unique character, image, and identity creating a strong “sense of place.”*

Other related policies and recent planning efforts relevant to the project include:

- FY 2004/2005 Capital Improvement Plan
- Scenic Corridor Design Guidelines (February 20, 2003)
- Scottsdale/Tempe North/South Transit Corridor Study (January 2003)
- ASU/Scottsdale Ad-Hoc Advisory Working Group recommendations as embodied in the Design Guidelines and Development Framework for the ASU-Scottsdale Center for New Technology and Innovation and the Surrounding Area (February 2005)

## INTRODUCTION



*The Project Team meets with the Steering Committee on a monthly basis.*

- Please refer to Appendix A for a more comprehensive summary of project-related documents.

### Project Funding

In 2000, Scottsdale voters approved the Bond 2000 program that included approximately \$27 million to acquire, preserve, and restore desert land along Scottsdale Road, and to design and enhance portions of Scottsdale Road to reflect its significance in the community. The project was envisioned to potentially include the modification, restoration, and/or improvement of landscaping, street hardware, street signs, overhead power lines, walkways, trails, transit facilities and public art along Scottsdale Road.

Current available funding for the project is in the range of \$30 million for implementing improvements throughout the entire length (including funds from the Bond 2000 program and additional federal grants acquired by the city). The city is committed to raising additional funds for improvements and has instructed the design team to create a phasing and prioritization plan for implementing the corridor improvements over time as funds become available.

### Project Team and Integrated Involvement of Public Artists

The project team is comprised of city staff, a consultant team, and project artists. The primary city staff contacts are Dawn M. Coomer, the project manager, and Tim Conner, the project planner. The

consultant team is led by Otak, Inc., a multi-disciplinary firm of urban designers, landscape architects, planners, engineers, and architects. Otak is supported by Thomas Balsley and Associates, a landscape architectural and urban design firm; Selbert Perkins, a firm specializing in environmental graphic design; and DKS, a traffic engineering firm.

The Scottsdale Public Art Board approved project team artists Bob Adams and Buster Simpson in February 2005. The Scottsdale Public Art Program contact is Jana Weldon, project manager. As members of the design team the artists will participate and aid in the overall design of Scottsdale Road. In addition, to ensure that art is an integral element of the project, the team will develop a master plan for public art along the entire length of corridor as well as create specific artworks with a particular focus on the McKellips Road to Chaparral Road segment of Scottsdale Road. The specific artwork created by the individual artist may be a discrete piece or it may be ephemeral, portable, interventionist, a phenomenological experience or even a performance or event. Importantly, the artists' relationship to the design team is one of both harmony and counterpoint. Their role as collaborative team members is to insure that a vision for Scottsdale Road emerges with art sometimes emerging as an accent to or centerpiece of the final design and sometimes creating a deliberative counterbalance.

# EXISTING CONDITIONS/OPPORTUNITIES AND CHALLENGES ANALYSIS



*A primary project goal is to establish an identity and visual character for Scottsdale Road as a signature corridor along its entire length.*

## Overall Approach

The first step in gaining an understanding of the existing conditions, opportunities, and challenges associated with the Scottsdale Road corridor was conducting a series of kick-off meetings with various city departments and civic organizations. In these meetings, held in April 2005, the team interviewed planners, urban designers, engineers, traffic specialists, public art program representatives, and others to learn about the corridor and gain insights into community's vision for improvements, as well as potential challenges that the design would need to address and resolve. Notes from these meetings are provided in Appendix D.

In follow-up to these meetings, the city provided extensive base mapping and GIS data to the design team, including maps showing corridor features such as right-of-way, signals, traffic control, bus stops, lights, and other elements. High resolution, detailed aerial mapping, obtained from the city's GIS data base and commissioned recently photogrammetric mapping effort, has also been an important resource to the team.

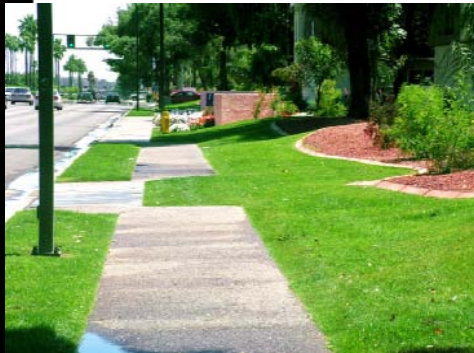
The next step was to conduct field work. To get familiar with the intricate characteristics of the corridor and to prepare for Workshop Series #1, the design team conducted a driving tour of the entire corridor and a walking tour of the southern segment, from McKellips Road to Osborn Road. The team observed, recorded, and discussed the corridor's existing conditions. Existing conditions were documented through photographs and measurements of typical and unique corridor features.

In addition, a specific character inventory was conducted by separate members of the team, involving many hours of work on the corridor, photographing and videoing the context. The inventory-takers recorded existing conditions and elements along the corridor such as types of street furnishings, light poles, traffic fixtures, accessibility conditions at intersections and driveways, the character and quality of existing landscaping, and other aspects. They made note of specific challenges and issues the design team would need to address. They also noted how pedestrians, people with physical challenges, bicyclists, transit riders and motorists used the corridor.





*Without the benefit of a landscape buffer or wall, the bumpers of display cars protrude into the sidewalk.*



*The zigzag layout of this sidewalk in Tempe can be a challenge to maneuver for people with physical disabilities.*



*Street signs, directional signs and business signs all compete for the attention of drivers.*

They also returned in the evening, to further investigate and record how the corridor operates at night.

Along with the design team's field investigations, an extensive amount of documents, plans, studies, and relevant project information was collected and reviewed. Summaries of the project-related data and information collected and reviewed to date can be found in Appendix A of this report.

## Existing Street Characteristics

Scottsdale Road is one of Scottsdale's main north/south arterials. Major east/west arterials intersect Scottsdale Road at one mile intervals. Collector streets intersect Scottsdale Road at approximately half mile intervals. Local neighborhood streets do not typically intersect with Scottsdale Road, but are found in close proximity – less than one half mile to either side of the corridor – in many areas.

Scottsdale Road's normal right-of-way (ROW) width is 130 feet. In some areas, the ROW is less than or greater than 130 feet. Typically, Scottsdale Road has three lanes in each direction and a center median. Some intersections include an additional center turn lane (dual left turn lanes) and a right turn lane. The average lane width is twelve to thirteen feet. The average center median width in a single turn lane area is sixteen feet.

The posted speed limit for the south segment, McKellips Road to Osborn Road, is 40 miles per hour. However, Tempe's recent five mile reduction to the speed limit on all arterials brought the speed limit from McKellips Road to Continental Drive down to 35 miles per hour. The speed limit drops to 25 miles

per hour in the Downtown district of Scottsdale from Osborn Road to Indian School Road. Through traffic is diverted around Downtown by way of the couplet system of Goldwater Boulevard and Drinkwater Boulevard. The speed limit increases to 30 miles per hour north of Indian School Road until Camelback Road, and then resumes to 40 miles per hour.

In general, Scottsdale Road is an inhospitable environment for pedestrians, cyclists and transit riders. Current facilities do not adequately accommodate their needs, particularly in the southern-most segments of the corridor. In the summer, the day time temperature is often above 100°F creating a challenging environment for pedestrians, bicyclists, and people waiting for the buses (those outside of air-conditioned vehicles). Existing bus shelters, trees, and other types of shade structures occur infrequently along the corridor. The constant noise, sight, and proximity of high-speed traffic creates an unpleasant setting for pedestrians and cyclists traveling along the edges of the street.

The character of the existing sidewalks varies throughout the southern segment. In some areas, narrow sidewalks are directly adjacent to car dealerships. Without the benefit of a landscape buffer or wall, the bumpers of display cars protrude into the sidewalk. In other areas, sidewalks have manicured lawns and palm trees along the adjacent property. Still in other areas, a landscape strip planted with shade trees and drought tolerant plants buffers the sidewalk from the adjacent road.

The width of existing sidewalks ranges from five feet to eight feet. Typically, sidewalks eight feet wide or greater are required along arterial streets in Scottsdale. Six feet is considered to be the minimum width to safely and comfortably accommodate two people walking side by side or allow one person to



comfortably pass another pedestrian. Additional sidewalk width and/or a separated landscaped buffer are desirable on wider roadways, roadways with more traffic, or areas with more pedestrian activity. Ideally, sidewalks should have a five foot minimum wide clear zone that is free from obstructions.

There currently are no bike lanes along the southern segment of Scottsdale Road, forcing cyclists to either share the sidewalk with pedestrians or share traffic lanes with vehicles. Bicycling is legally permitted on sidewalks. Bike lanes do not exist in the downtown portion of Scottsdale Road, but here speeds are slower and bicyclists have can more easily share the road with motor vehicle traffic. Providing adequate bike lanes along the southern segment of Scottsdale Road would require 5-½ feet from face of curb, which equates to four feet of riding surface and eighteen inches of gutter pan. Where appropriate, this project can use Scottsdale's existing design detail for a shared bike lane/gutter pan, which would reduce the width requirement.

### Accessibility

Many of Scottsdale Road's existing curb ramps at intersections and driveway curb cuts do not currently meet Americans with Disabilities Act (ADA) requirements. Curb ramps at intersections must have a four-foot minimum level landing at the top of the ramp. At crosswalks, there must be a four-foot by four-foot protected area at the base of each curb ramp that is outside of the lanes of moving traffic. Ideally, curb ramps will serve only one direction of crossing. Exceptions can be made for shared ramps that serve two directions of crossing depending on the roadway geometry of an intersection. These minimum requirements are not met in many areas of the corridor.

### Lighting

There are five styles of light poles along the southern segment of Scottsdale Road. Four out of five styles have a similar appearance. They are tall (> 25 feet high) roadway-style light poles with single light fixture on an extruded arm. The fifth style light pole is a shorter (< 16 feet high) lantern-style pole and is located near the southern gateway monument at McKellips Road. Throughout the corridor, the light poles are painted a variety of colors. The colors range from white to dark green to dark brown. In some cases, the light poles have a treated metal finish.

### Existing Transit Facilities

There are several different styles of bus stops and bus shelters along the southern segment of Scottsdale Road. In some cases, there is only a bench at a bus stop. Other bus stops have shelters with benches, lighting, bicycle racks, and newspaper boxes. Of the bus shelter styles, some are made of blue perforated metal, others have copper roofs (in Tempe), and still others have white painted columns and metal roofs.

### Signing

There is a plethora of signs along the southern segment. Street signs, directional signs, and business signs all compete for the attention of drivers. The irony is that the multitude of signs makes it hard for the driver to focus on any one sign. The establishment of a hierarchy of signage could make it easier for drivers, pedestrians, and cyclists to navigate the corridor.



*Some existing light poles display banners for Scottsdale's Motor Mile.*



*The existing sidewalk is interrupted by multiple driveway entrances.*



*Existing landscaped median with left-turn pockets.*

## Opportunities and Challenges Related to the Street Cross Section

### Street Capacity and Lane Widths

One of the project's givens is that proposed design solutions will not reduce through travel lanes. Although the existing number of traffic lanes will be maintained, the project design team may consider reducing the width of the traffic lanes to calm traffic, increase sidewalk widths, and introduce bike lanes in the street section.

### Driveways, Intersections and Crossing Conditions

Numerous curb cuts provide good access to businesses but continually interrupt the sidewalk and thus increase the potential for conflicts between drivers and pedestrians and cyclists. In addition, multiple curb cuts at frequent intervals interrupt the flow of the main traffic and can potentially create an unsafe situation when drivers make un-signalized right and left hand turns across multiple lanes of traffic to enter or exit a driveway. At intersections, Scottsdale Road's excessive width makes it difficult to cross on foot even at signalized locations. Due to the long walking distances between signalized intersections and the lack of dedicated mid-block crossings, people frequently jaywalk to more quickly and directly get to their destinations across the street. The unpredictable nature of jaywalking increases the chances of collisions.

### The Center Median

Currently, the majority of the street's center median is paved, allowing for left turning movements at

intersections and driveways, although some sections are landscaped. The character and width of the center median may change to achieve specific design objectives. For example, the entire length of the center median could be landscaped with left turn lane pockets at intersections and consolidated points of access. The use of landscaped medians would visually enhance the street. If native plantings are chosen for this landscape, the street would begin to have a stronger relationship with the surrounding greater desert environment.

## Flexibility to Accommodate Future High Capacity Transit

Scottsdale Road has been identified as a future high capacity transit corridor. The type of transit technology has not been determined yet. Funding is already in place in the Regional Transportation Plan for Bus Rapid Transit (BRT) for Scottsdale Road by 2014. The city's planning effort for a Transportation Master Plan will start at the end of 2005, and with development of this master plan, the city will further explore potential directions for high capacity transit throughout the corridor and in other areas.

It is envisioned that high capacity transit services will be accommodated within the right-of-way of Scottsdale Road, and the streetscape design should have some flexibility to be able to respond to potential transit services and configurations. Tentative plans for high capacity transit would make connections at the future ASU Scottsdale Center for Technology and Innovation. High capacity transit stops would extend all the way from the Tempe border to Downtown Scottsdale at a minimum, and could extend to other destinations north.

## Dual Gateway for Scottsdale and Tempe

The boundary line between Scottsdale and Tempe is not clearly perceptible to Scottsdale Road travelers. From the intersection of McKellips Road to the intersection of Continental Drive/ Roosevelt Street, Tempe owns the street right-of-way. In this area, the properties to the east of the right-of-way are in Scottsdale; properties to the west are in Tempe. Beginning at the intersection of Continental Drive / Roosevelt Street, the right-of-way and properties along both sides of the road are fully within the city limits of Scottsdale.

This atypical boundary creates a few interesting challenges. Although businesses on both sides of the street have Scottsdale Road addresses, the address numbers do not correlate because they were established by the two cities, Tempe and Scottsdale. The non-sequential street addresses create confusion to people trying to find a business for the first time. Many businesses within this area have expressed the interest of wanting to continue to make sure their addresses are associated with Scottsdale due to the city's upscale commercial image. At the same time, people from surrounding Tempe neighborhoods have expressed a great deal of community pride related to their location and prefer to be associated with Tempe.

Another interesting aspect of the area between McKellips Road and Continental Drive/Roosevelt Street is that Tempe's standards govern this portion of Scottsdale Road. Tempe sets the standards for all roadway elements including bus stops, bus shelters, sidewalk widths, landscaping, and lighting. Tempe's purview extends to establishing speed limits, resulting in the 35 mph speed limit for Scottsdale Road in this segment.

Currently, a gateway monument sign marks what many have stated should be the southern entrance to Scottsdale. The monument sign is located at the Flamingo Car Wash on the southeast corner of McKellips Rd (which is in Scottsdale). An easement was provided by the private property owner there to accommodate the gateway sign. The gateway monument sign is modest in scale. Its pink adobe finish gives it a southwestern aesthetic. The monument sign says "Welcome to Scottsdale" and notes its 1993 award by the Conference of Mayors as the "Most Livable City."

The area between McKellips Road and Continental Drive/Roosevelt Street presents a great challenge and opportunity for the Scottsdale and Tempe to work together to create a dual gateway zone. Through collaboration, the cities could blend their roadway aesthetics to become one flowing design. Or design elements could help to distinguish the arrival experience differently for each community (i.e. northbound for Scottsdale and southbound for Tempe). Banners, wayfinding elements, artwork, or other features could be dual-sided to announce the entry to one city and the departure from another. The project design team thinks of this segment as a metaphorical "handshake" between the two communities.

## Important Activity Nodes

Given the 25-mile length of Scottsdale Road, one of the main design challenges for the design will be to enhance activity nodes that respond to the individual character of the surrounding area, while also retaining enough common threads to tie each activity node and segment of the corridor together. Important major and minor intersections throughout the southern segment could be emphasized with unique design treatments.



*The existing monument sign at Scottsdale's southern entrance has a modest scale and a southwestern aesthetic.*





*The future ASU-Scottsdale Center for Technology and Innovation will activate the McDowell Road intersection.*

The intersection of McKellips Road and Scottsdale Road marks the beginning of Scottsdale businesses. While not fully in Scottsdale, this intersection could begin the gateway transition zone between Scottsdale and Tempe. Inventive public art solutions could celebrate this interesting anomaly of boundary lines. Perhaps it is a progression of gateway treatments that crescendos at the Continental Drive/Roosevelt Street intersection where Scottsdale Road enters the city limits and is fully within the city's jurisdiction.

Incorporating public art at activity nodes and even within adjacent developments can reveal the layered history of a place. Public art is not limited to permanent works. Public art can be experimental, ephemeral, changing, performance based or audible broadcasts of oral histories. Integrated design of public art, monuments and markers can make places memorable, inviting and cherished by their community.

The McDowell Road intersection has been said to be at the geographic center of the valley. The 1.4 million square feet of development planned at the ASU-Scottsdale Center for Technology and Innovation will certainly activate this node. The other corners of the intersection may play off the synergy of this site as well.

The Oak Street intersection is a minor node with great pedestrian and bike connections to the east and west neighborhoods. The neighborhood's character could be expressed through custom street furnishings, public art and/or landscape treatments.

The Thomas Road/Edgemont Avenue intersection is another major node with important connections to Central Phoenix to the west and Highway 101 to the east. Designs for this intersection could be derivative of the neighborhood local history.

At the Earll Drive intersection, the large landscape median and nearby "porkchop" island at the bypass to the Civic Center are prime opportunities to announce the entrance to Downtown. The scale and placement of public art elements and landscape features could be designed to be appreciated from someone traveling in a vehicle, on a bicycle, or on foot.

## Relationship of Streetscape to Adjacent Land Uses

Future growth and change of the area's density and land use are expected along the southern segment of Scottsdale Road. The planning for the future ASU Scottsdale Center for Technology and Innovation may become an important catalyst for change in this segment of the corridor. The 42-acre site will include research and development, office, retail and residential uses. The campus will create jobs and potentially increase the demand for local housing and increased transit ridership.

In general, the south segment of Scottsdale Road is flanked on both sides with commercial and entertainment businesses; car dealerships, shopping centers, fitness centers, hotels, and medical offices. Many of the businesses are auto-orientated and have access drives and parking lots along their frontage on Scottsdale Road. Interspersed between the larger commercial business footprints are small cafes, restaurants, taverns, video stores, strip malls and other neighborhood services. These smaller businesses often have pedestrian walkway connections to the street. Some restaurants and cafes have created comfortable outdoor dining atmospheres with trees, shade structures, low walls, and misters.

The neighborhoods to the east and west of Scottsdale Road are located behind the frontage businesses on Scottsdale Road. Commercial land use development patterns along Scottsdale Road interrupt the neighborhood street patterns. Typically, neighborhood streets converge into a one collector street. The collector street makes connections to Scottsdale Road at approximately half mile intervals. This combination of commercial development patterns and street configurations makes it difficult for pedestrians and bicyclists to make quick connections to Scottsdale Road.

## A Vision of the future for Private Development Along Scottsdale Road South of the Downtown

City Planners of Scottsdale foresee a vision of growth and intensification along the southern stretches of Scottsdale Road. It is the hope of city leaders that the development on the site formerly known as Los Arcos and now the home of the ASU-Scottsdale Center for Technology and Innovation will rekindle interests in private revitalization of the surrounding area.

City Planners do not see this revitalization as a rebuilding or replication of the past and current building patterns. Planners are predicting that rising land values, small and odd shaped existing parcels, changes in the traffic patterns due to the recent freeway connections and planned transit service, and other economic factors will force the revitalization to take on a new form, function and appearance. One acknowledgement to this will be the City's need to rethink the current land uses and applicable zoning

ordinances. Without revision or replacement, the current regulations could cripple rather than foster the desired result of vibrant redevelopment. The City will more than likely need to find ways to assist developers to assemble parcels, allow residential in current commercial districts, and seek other incentives to draw development to this area

### What Character Will Be Created in the Future?

In General, planners describe the future character of the southern portion of Scottsdale Road from McKellips Road to Osborn Road (or the Downtown) as somewhere between "Urban" and "Suburban". No longer will the "Highway Commercial Strip" be the dominant theme.

Planners acknowledge that redevelopment of a substantial portion of the current parcels are challenged due to the size, shape and depth of the parcels. Those parcels that have shallow depth and are directly adjacent to single family residential neighborhoods face major hurdles to any major redevelopment. One solution might be to encourage multi-family residential to reclaim these shallow lots. This might be a good fit with the adjacent planned active transit corridor. The anticipated multi-story aspect could help to buffer the established neighborhoods from the increasing noise generated from traffic and planned transit on the Scottsdale Road corridor.

Assembly of smaller parcels will more than likely become a necessity for profitable development. The associated benefit to the streetscape might be the City's ability to limit or decrease the current access points, curb cuts and median breaks that the current development pattern currently relies on.



*Improvements to Scottsdale Road's bicycle facilities, sidewalks, crosswalks, and signage could contribute to system-wide connectivity and accessibility.*



*People waiting at bus stops need shade and places to sit.*

## EXISTING CONDITIONS/OPPORTUNITIES AND CHALLENGES ANALYSIS

Beginning at the city's southern boundary heading north, planners anticipate a transformation from the current auto related service business uses to a higher percentage of multi-family residential uses. Continuing on towards the McDowell Intersection, the development intensification should result in structures of 2, 3, or more stories. These structures may have segregated land uses, or stacked land uses. As was noted on parcels to the south, a relatively high percentage of residential use is anticipated.

Similar development and land use patterns are anticipated moving north of the McDowell Road intersection; however, somewhere between McDowell and Oak the intensification may subside. Continuing to head north on Scottsdale, the intensity of development and probably the height of future structures should increase as it nears the Downtown. It is anticipated that this intensity will be noticeable at or at some point north of the Thomas Road intersection.

### What Does This Prediction Suggest for Today's Streetscape Program:

1. That the character of the streetscape and the associated infrastructure should support a concept of intensification to somewhere between Urban and Suburban types of character.
2. That this future character should be anticipated through means of modular improvements that may have fairly distinct hard lines between long term right-of-way improvements and relatively rapidly changing private properties.
3. Current uses encroaching into the right-of-way should be removed so that the new streetscape

theme may be fluid and somewhat dominant of the current suburban development pattern.

4. Landscape and hardscape themes should be fairly structured and modular so that the themes may be logically extended with more urban like future development on the adjacent private parcels. This does not mean that the structure of the streetscape can ignore current land use patterns.
5. It is likely that some interim design and landscape guidelines should be developed to bridge the span of time between the streetscape enhancements and private redevelopment.
6. Phasing of right-of-way/streetscape improvements should be considered to accommodate changes in future property assemblages, land uses, and associated benefits such as limited access points. Additionally, the phasing and modular characteristics should take into consideration the changing form of planned transit for the corridor.

### Potential Opportunities for Strengthening Connections

This project aims to strengthen connections to non-motorized transportation so residents, workers and tourists have convenient access to destinations, such as employment, shopping, school, library and recreation venues.

Currently, transit facilities range from single backless benches to protected shelters with benches and landscaping. Although many bus stops are adjacent to businesses, most of the businesses do not have a pedestrian walkway connection from their front door to the bus stop. Defining and strengthening these connections and adding more accommodations for



transit riders such as shade structures, benches, bike racks, and walkway connections could promote more trips to stores or places of employment via public transit.

Pedestrian and bike connections to local recreational destinations should be enhanced. Some of the area's major recreational destinations are Canal Park via McKellips Road, Papago Park via Continental Drive, Cross Cut Canal via Oak Street, and Indian Bend Wash via McDowell Road and Oak Street. Improvements to the bicycle facilities, sidewalks and crosswalks, and signage on Scottsdale Road could contribute to system-wide connectivity and accessibility.

## Extending Public Space

In Scottsdale and the entire valley, people use the mountains as landmarks to find their way around. In the south segment of Scottsdale Road, views of the mountains are a very important asset. With the redevelopment of the corridor and its nodes, there is an opportunity to frame views to Papago Buttes, McDowell Mountains and Camelback Mountain. Imagine a public space that captures a distant view of the buttes and amplifies the uniqueness of this place in the world.

As sites along the corridor redevelop, strategic placement of buildings, open space, and pedestrian walkways can increase the amount of activated public outdoor spaces. The development of the ASU-Scottsdale Center for Technology and Innovation is a strong example of this opportunity that will soon be realized. The conceptual plan for this site proposes an east/west multi-modal spine through campus following along the theme of shared street spaces often found in Europe – Las Ramblas in Spain. The

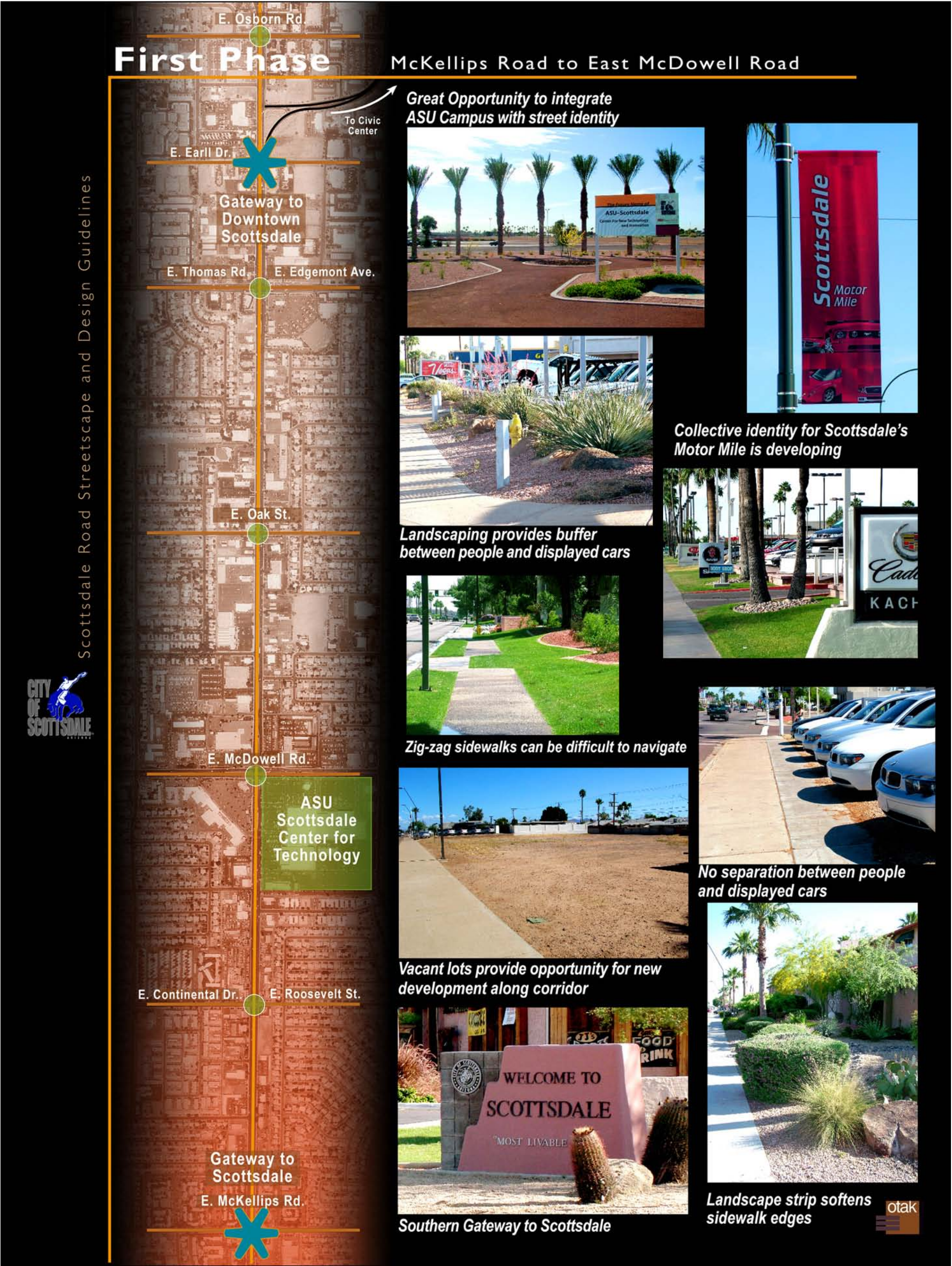
design also calls for 30-foot-wide pedestrian and landscape areas along Scottsdale Road and McDowell Road.

Another major opportunity to capture and utilize public space more effectively lies within the redesign of the large landscape median near Drinkwater Boulevard. If the perimeter streets of this landscaped island were reconfigured, a substantial public park could be created. Improved pedestrian and bicycle connections to and from the park could activate the space. Public art elements incorporated into the park could strengthen the character and identity of Scottsdale, enliven the space, stimulate new ways of thinking, entertain people, and draw people to this place.

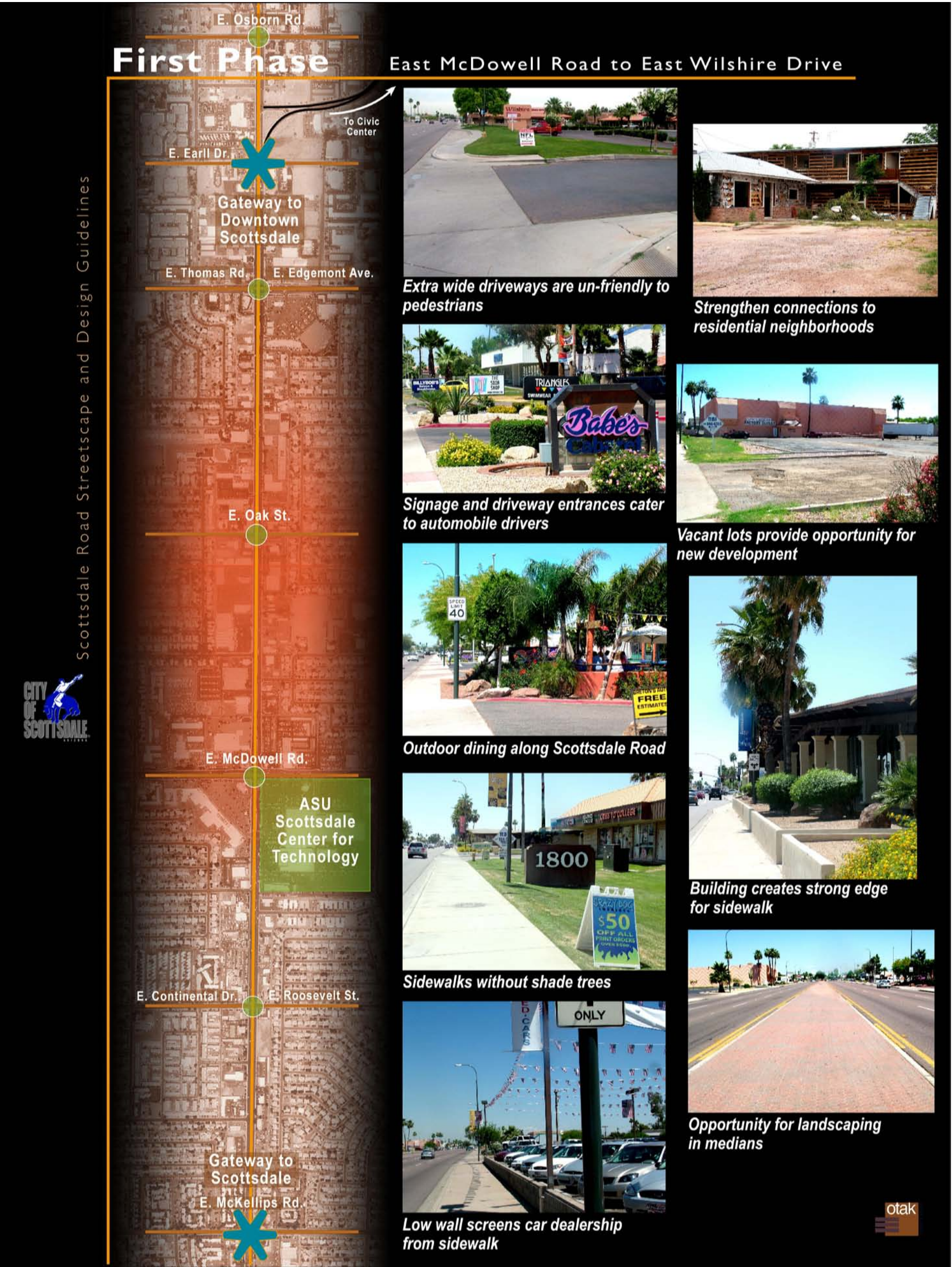
## Opportunities and Challenges Analysis Graphics

Potential opportunities and challenges associated with the southern segment of the corridor are further depicted on the three map graphics provided on the following pages.

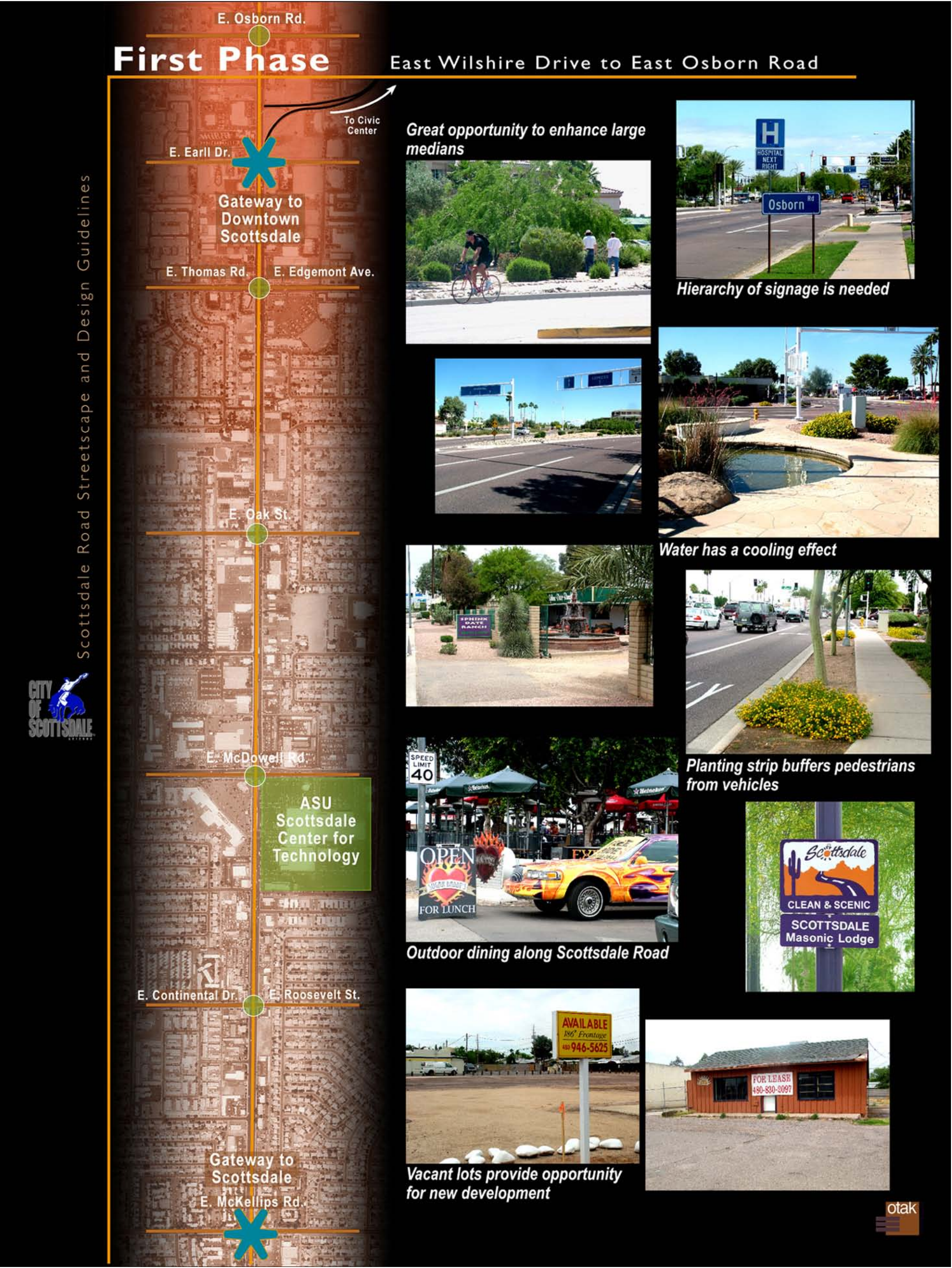












Final DraftExisting Conditions Analysis and Workshop Series #I Summary Report • September 2005 **Figure 3**



# PUBLIC PARTICIPATION PROGRAM AND WORKSHOP SERIES #1 RESULTS

## Overview of the Public Participation Program

Public participation is an important element of the Scottsdale Road project and is also a Mayor & Council goal and a Scottsdale General Plan requirement. Extensive opportunities for public involvement and community outreach are planned with the goal of obtaining meaningful input to help shape and inform the design process. Input will be sought from the public-at-large, as well as a variety of key audiences including staff from different city departments, elected and appointed officials, users of Scottsdale Road, property owners and adjacent businesses, neighborhood associations, and surrounding jurisdictions. A public involvement plan and schedule have been developed by the project team and are available in Appendix B to this report. Various public outreach methods proposed for this project are summarized below.

## Outreach Methods

A variety of outreach methods and tools will be used throughout the course of the project to engage the community and gain meaningful input.

## Project Information Sheet and Updates

The one-page, double-sided, color informational piece includes a project description, schedule of project, meeting announcements, and contact information. This project information sheet will be updated throughout the course of the project and posted on the project webpage.

## City of Scottsdale Website

The City has created a web page devoted to the Scottsdale Road Project. The web page will provide continuously updated information about the project.



*The project information sheet will be updated throughout the course of the project and posted on the project webpage.*

[http://www.scottsdaleaz.gov/capitalprojects/project\\_list.asp?Sort=ProjName](http://www.scottsdaleaz.gov/capitalprojects/project_list.asp?Sort=ProjName)

### Interactive “Design Dialogue” Workshops with Stakeholder Groups

Stakeholder groups will continue to be invited to attend small, interactive workshop sessions as the streetscape design develops. Stakeholders with like-interests will be grouped together to facilitate productive and open discussions.

### General Public Workshops and Meetings

Evening meetings will continue to be held for the general public and stakeholders not able to attend day meetings. The typical format will involve a brief presentation and activities to prompt participation. Participants will be given ample opportunity to provide comments and ideas.

### Project Contact Information

If you have any questions or would like more information about the project. Please contact:

- City’s Project Manager, Dawn M. Coomer
- Phone: (480) 312-7637
- Email: [dcoomer@scottsdaleaz.gov](mailto:dcoomer@scottsdaleaz.gov)
- Fax: (480) 312-4000

### Comment Cards

Comment cards will continue to be distributed at all meetings to allow participants to give additional input. The project team encouraged participants to fill out comment cards at the Workshop Series #1 sessions.

The card also included phone number, fax number and the email address of the project’s main contact person. Comments received to date can be found in Appendix D of this report.

## Workshop Series #I - Identifying Stakeholders and Notifying the Public

The first phase of the project, focused on preliminary design for the southern-most segment of Scottsdale Road (McKellips Road to Osborn Road) involved a one-week-long interactive design dialogue workshop series, from May 23-26, 2005. Over 100 people participated in workshop sessions and the public meeting. The workshop sessions were designed specifically to meet with stakeholder groups of varying interests. All the meetings were held in the Community Design Studio on Indian School Road in Scottsdale.

The City of Scottsdale identified property and business owners, neighborhood leaders, and special interest groups within one-half mile of the southern portion of Scottsdale Road to participate in stakeholder group workshop sessions. After all the stakeholders were identified, they were grouped into like-interests and the city invited them with personalized letters to participate in focus-group workshop sessions. In addition, the consultant team called (and in some cases emailed) the invitees to remind them of the date and time of their focus-group workshop. Stakeholder groups included:

- Local Neighborhood Groups
- City of Tempe Staff
- Scottsdale Chamber of Commerce



- Hotels
- Entertainment Businesses
- Art Focus Group (includes Scottsdale Public Art Board)
- AIA
- Religious Groups
- Retail Businesses
- Restaurants
- Automobile Related Businesses
- ASU Scottsdale Development Team
- Medical Offices
- Others

The general public was given advance notification for the May 25, 2005 evening public meeting focusing on the south segment of Scottsdale Road Streetscape and Design Guidelines. A postcard announcing the public meeting was sent to all addresses within one mile of Scottsdale Road (from McKellips Rd. to Second Street). More than 8,000 people were notified of the public meeting by mail. In addition, a project information sheet that included the project's description and announced the public meeting was posted on the City's web page and handed out to people who expressed interest in the project.

Participation overall in Workshop Series #1 was lower than the project team was hoping for. However, the outreach process did engage approximately 100 participants and discussions were productive and meaningful. The project design team departed with a strong understanding of the common themes and

diverse perspectives expressed through participants' input. A second workshop series planned for this fall (2005) will further engage community stakeholders along the corridor, and will likely be better attended due to weather and seasonal conditions.

## Workshop Series #I – Snapshot and Results

### Introductory Presentation

Each workshop session and the general public meeting began with a digital presentation summarizing the purpose, scope, and schedule of the project. The introductory presentation also summarized project goals and important considerations of the design process. This presentation is provided in Appendix C.

### Opportunities and Challenges Presentation

In advance of the workshop meetings, the design team conducted a walking tour of the southern segment of Scottsdale Road from McKellips Road to Osborn Road. During the walk, the team photographed existing streetscape conditions and discussed their observations as a group. From this initial study of the southern segment of Scottsdale Road, the team prepared existing conditions analysis maps, which highlighted the design team's perspectives about opportunities and challenges through photographs, notes, and graphics. At each meeting, the analysis boards were presented to help give an overview of the project context.

## Reference Imagery - Streetscape Image Boards

The team also assembled streetscape image boards as a visual reference tool for the meetings. The boards featured existing streetscape elements of Scottsdale Road (from McKellips Road to Osborn Road) and inspirational streetscape examples from around the world. The boards were organized by categories. Some boards depicted Scottsdale Road's multimodal travelers (walkers, joggers, bikers, skateboarders, transit riders, and drivers). Other boards showed the diversity of bus stop styles and transit accommodations such as bus shelters, benches, bike racks, and bus stop signage found along Scottsdale Road. Other boards documented the variety of light poles and traffic controls styles found along Scottsdale Road. Two boards documented the variety of sidewalk widths and materials found along the south segment of Scottsdale Road. The remaining boards showed various examples of streetscape design treatments from around the world, including the integration of public art. These streetscape image boards are available to view and print out electronically (as PDF files) in Appendix C to this report.

## Envisioning Scottsdale Road Exercise

This exercise was next on the agenda of the workshop sessions and public meeting work groups. Participants were asked to address a series of questions that would help them to envision success if the streetscape design met their expectations. The questions were as follows:

- *When the Scottsdale Road Streetscape Master Plan and Design Guidelines are completed and improvements have been implemented for the two southern sections, how will we measure success? What will the tangible measurements of success be? What does success mean to you?*

- *Picture yourself driving or riding or walking down this southern most segment of Scottsdale Road in the future after this project has been completed. You like what you see. What things are you seeing?*
- *What concerns do you have about this project? What are some of the things you don't want to see happen?*
- *What ideas do you have for building character and identity along Scottsdale Road from McKellips Road to Osborn Road?*
- *Where should the gateway to the City of Scottsdale be? What should it look like?*
- *What types of improvements are needed for pedestrians, transit riders, bicyclists, people with physical challenges, and motorists?*

## Meeting Results - Common Themes

During the stakeholder workshops and the public meeting, participants shared their perspectives on existing conditions and desired improvements for the Scottsdale Road corridor. Although participants' opinions varied, discussions centered around six common themes. These conversation themes included

- Scottsdale's character and identity;
- Developing nodes of interest and intensity;
- Improvements for pedestrians, bicyclists and transit riders;
- Roadway enhancements; and
- Integrating sustainable design features.

A summary of each common theme along with a sampling of comments voiced at the meetings is listed below. For a complete listing of meeting comments, please refer to Appendix D.

### Character and Identity

Designs that are grounded in the authentic character and identity of an area make places unique and memorable. In considering how to strengthen the character and identity of Scottsdale Road, groups discussed Scottsdale's history, culture, and natural environment. Some conversations specifically centered on the unique character and history of the south segment of Scottsdale Road. Collectively, these conversations produced a rich source of material to draw design ideas from. A sampling of expressed ideas about Scottsdale's character and identity are listed below.

- **Reflect Historic Character**

- Weave American Indian culture into the design/art of the corridor.
- Scottsdale was an agriculture community.
- Horse ranches and cattle ranches were located in northern Scottsdale.
- Scottsdale is a cultural center for contemporary art and writing.
- The “West’s Most Western Town” motif was fabricated in the 1950s to draw more tourists to Scottsdale.
- In the 1950s, the first American ranch-style homes were built in southern neighborhoods

of Scottsdale. Some original homes are still standing and may be placed on the National Historic Register.

- The southern section should have its own character - it is the oldest section of road, built in the 1950s.

- **Integrate Art, Interpretive, and Educational Elements**

- Art should be highly visible throughout the entire corridor.
- Unify the 25-mile corridor with mile markers. Each mile marker could convey unique facts about the area.
- Broadcast a short-range radio loop message that highlights the history of Scottsdale. As you travel along the corridor the radio messages would change to tell a story specifically about that place.
- Display banners that highlight the history of Scottsdale.
- Mark historic events and locations with elements in the streetscape/landscape.

- **Unify Colors and Materials**

- Many participants were interested in uniformity of color throughout the corridor, including the use of earth tones, copper, stone work, and other indigenous materials.
- Many encouraged the use of light and lighting as a consistent element that could be both decorative and functional.



- There was a strong interest in the use of native plants to emphasize the area's greater connection to the Sonoran Desert.
- **Give Us Shelter**
  - The importance of shade and shelter from sun was emphasized throughout many of the workshop sessions. There was a strong interest in introducing more shade trees throughout the corridor.

### Nodes of Interest and Intensity

Rather than applying a systematic treatment to the entire length of Scottsdale Road, meeting participants expressed interest in emphasizing nodes along the corridor. Here are some of the ideas attendees related to opportunities to strengthen unique nodes along the corridor.

- Create different modulations of interest and intensity along the corridor with focused areas of pedestrian intensity. People experience the corridor at different paces and scales (higher travel speeds in cars than as pedestrians walking along the street).
- Create major business nodes and minor residential nodes. A major node of interest will be the future ASU Scottsdale Center for New Technology and Innovation at the corner of Scottsdale Road and McDowell Road.
- Establish a rhythm of movement from nodes of activity to nodes of open space.
- Promote pedestrian activity by:
  - Prioritizing the most important intersections along Scottsdale Road and making them pedestrian-friendly.

- Promoting neighborhood-oriented businesses such as outdoor cafes.
- Creating paths and connections to promote walking between businesses.
- Providing collective public parking to support park-once business districts.
- Creating multi-use spaces such as a parking lot that could become a basketball court at night.

### The Gateway

Themes for creating a southern gateway for Scottsdale grew out of the discussions about Scottsdale's character and identity. Here are some ideas related to how a gateway or gateway zone could announce Scottsdale's authentic character and identity.

- Enhance gateway entrances with art and landscaping
- Create a mutual gateway for Scottsdale and Tempe.
- Create a grander gateway at the south entrance. The current gateway needs to become more distinctive and dramatic.
- Turn the abandoned gas station at the corner of Scottsdale Road and McKellips Road into a pocket park to announce the gateway of Tempe and Scottsdale.
- Use bold and texturized colors for gateways to really attract the human eye.
- The gateway should be open, uplifting and reach to the sky.

- Consider an archway, canopy or entrance treatment that you can drive under.
  - Business and property addresses are out of sync around the southern section of Scottsdale Road. The boundary line between Tempe and Scottsdale divides the east and west sides of the street which makes finding addresses incredibly confusing.
  - 1950s and 1960s styles could be tied into gateway design, within emphasis on the automobile and elements of Americana such as a jukebox motif.
  - Make it look elegant and classy – create an arrival experience of lasting appeal.
- Use better materials to increase their durability.
  - Bus pull-outs should be considered as a safety element.

### Improvements for Pedestrians, Bicyclists, and Transit Riders

Meeting attendees explored ways to make Scottsdale Road more safe and comfortable for pedestrians, bicyclists and transit riders. Although some people expressed reservations about concentrating too much funding in areas where there isn't much pedestrian activity, most people agreed that Scottsdale Road should meet the basic needs for pedestrians, bicyclists, and transit riders. Here are some of the suggestions offered for improvements for pedestrians, bicyclists and transit riders.

- Bus stops should be attractive, decorative and inviting, as well as functional:
  - Provide shade with shelter structures and landscaping
  - Provide drinking fountains, solar-powered fans, water misters. Because the local water is extra hard, misters need to have filtration systems and high pressure valves to avoid calcification.
- Need to have pedestrian respites along the corridor that provide shelter from the heat:
  - Fabric screens can be adjustable to provide shade throughout the day and seasons.
  - Provide shading and water for drinking and misting. People will walk at 100°F if there is shade and water.
  - Use trellises to provide shelter. Heritage Square and the Science Museum and Downtown Scottsdale have good examples of trellises.
  - Add more trees and plants to provide more shade.
- Create a human scale streetscape that is safe, accessible and well connected to neighborhoods.
  - Improve the sense of personal safety for pedestrians, cyclists and transit users in the south segment.
  - Americans with Disabilities Act (ADA) standards should be addressed more.
  - Consider extending curbs, reducing lanes in downtown south of Camelback Road and north of Indian School Road, building pedestrian bridges/underpasses, and adding pedestrian crossings.
  - Add pedestrian-scale lighting to create a more inviting environment.



*Trellises provide shade for pedestrians.*

- Landscaping is highly important and needed. Provide wider sidewalks with adjacent plantings and a landscape buffer between the sidewalk and the road.
- Signage along Scottsdale Road that identifies attractions within a short walk or bike ride from bus stops or intersections could make Scottsdale Road a more bike/pedestrian-friendly corridor.
- Bike lanes are necessary.
  - Bike lanes should be added and promoted with bike days.
  - Provide better bike facilities to support bicycling such as bike racks and signage.
  - Make connections to existing bike routes/paths.
- Low walls could be used as a consistent design element that knits the corridor together. The walls could vary aesthetically throughout the corridor in response to its setting and become seating or low buffer walls. In addition, low walls could be a way to provide signage and present an opportunity for unified signage.
- Consider color, pattern, and texture of pavement to signify Scottsdale Road as a special place. Could apply to vehicle lanes, bike lanes, pedestrian areas, etc.
- Consider traffic calming ideas such as narrowing lanes, roundabouts, couplets, reducing speed limit, trees at the edges of the street, and pavement colorization.
- Consider ways to better utilize medians
  - Narrowed to allow for bike lanes and wider sidewalks
  - Use for future mass transit platforms
  - More landscaping
  - Mid block crossings/pedestrian refuge areas

### Roadway Enhancements

Many meeting participants expressed a desire to balance the needs of pedestrians, bicyclists, and transit users with motor vehicle usage of the corridor. Most people believed that landscaping would make the corridor more attractive to both drivers and pedestrians. Here are some suggestions for unifying and enhancing Scottsdale Road's aesthetics.

- Include more substantial landscaping. Plantings have a calming effect on people.
- Planted medians make roadways narrower and more comfortable.
- Reduce excessive signage. Create a hierarchy of signage to provide better wayfinding for all users and improve safety.

### Integrating Sustainable Design Features

Meeting participants consistently suggested integrating sustainable design features with the roadway design. Here are some of the suggestions of using water, energy and local materials wisely.

- Use grey water for irrigation.
- Use the water from the Water Reclamation Project to irrigate plantings in the southern portion of Scottsdale Road.



- Use solar power where ever possible such as solar-powered street and pedestrian lighting and solar-powered fans at bus stops.
- Use local materials such as straw bale, rammed earth and adobe building materials.
- Use stabilized crushed granite for sidewalks - less hot, local material, earth colored, more path-like quality, and is pervious so it reduces stormwater run-off.
- Use drought-tolerant and native plants.

## Meeting Results - Diverse Perspectives

The range of diverse perspectives shared by workshop participants underscores the need for creative solutions. Part of the design team's aim is to unify and balance different perspectives with design solutions that find a common ground. The following is a summary of the diverse perspectives heard the most often during the Workshop Series #1 sessions.

- “Don’t spend the money on pedestrian improvements in the southern segment of Scottsdale Road - no one walks here.” **in contrast** “People walk here already - make it more pedestrian-friendly.”
- “Don’t add bike lanes - no one bikes here.” **in contrast** “People bike here already - Scottsdale Road is an important connection to other bike routes and should have bike lanes.”
- A preference for the old western theme, but modernizing it. **in contrast** Creating fresh and

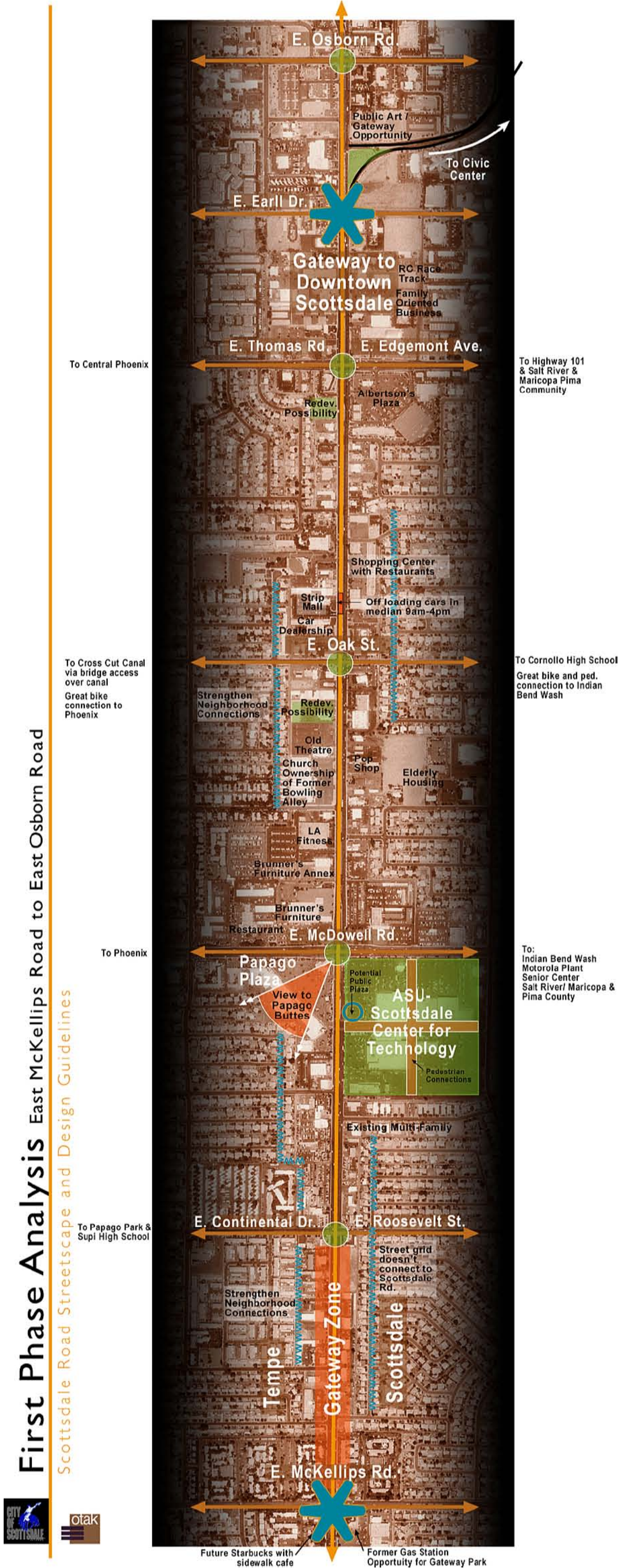
new art and not continuing the Western theme in other areas besides Old Town. **in contrast** Scottsdale has been very successful in incorporating both the Western and contemporary genres into the cityscape.

- “Start the gateway to Scottsdale at McKellips Road.” **in contrast** “Start the gateway at Roosevelt Street where both sides of the road are in the city limits.
- “Blend the Tempe and Scottsdale gateways.” **in contrast** “Make the boundaries between Scottsdale and Tempe and the differences between the two communities more distinct.”
- “Landscape medians need to retain turn lane pockets so people can get to businesses.” **in contrast** “When landscape medians get broken up too much for turn lanes, they become too diluted.”

## Workshop Series #I - Synthesis

The graphic on the following page presents notes that synthesize some of the common messages and ideas expressed by participants in the workshop sessions.





Final Draft Existing Conditions Analysis and Workshop Series #I Summary Report • September 2005 **Figure 4**

# NEXT STEPS

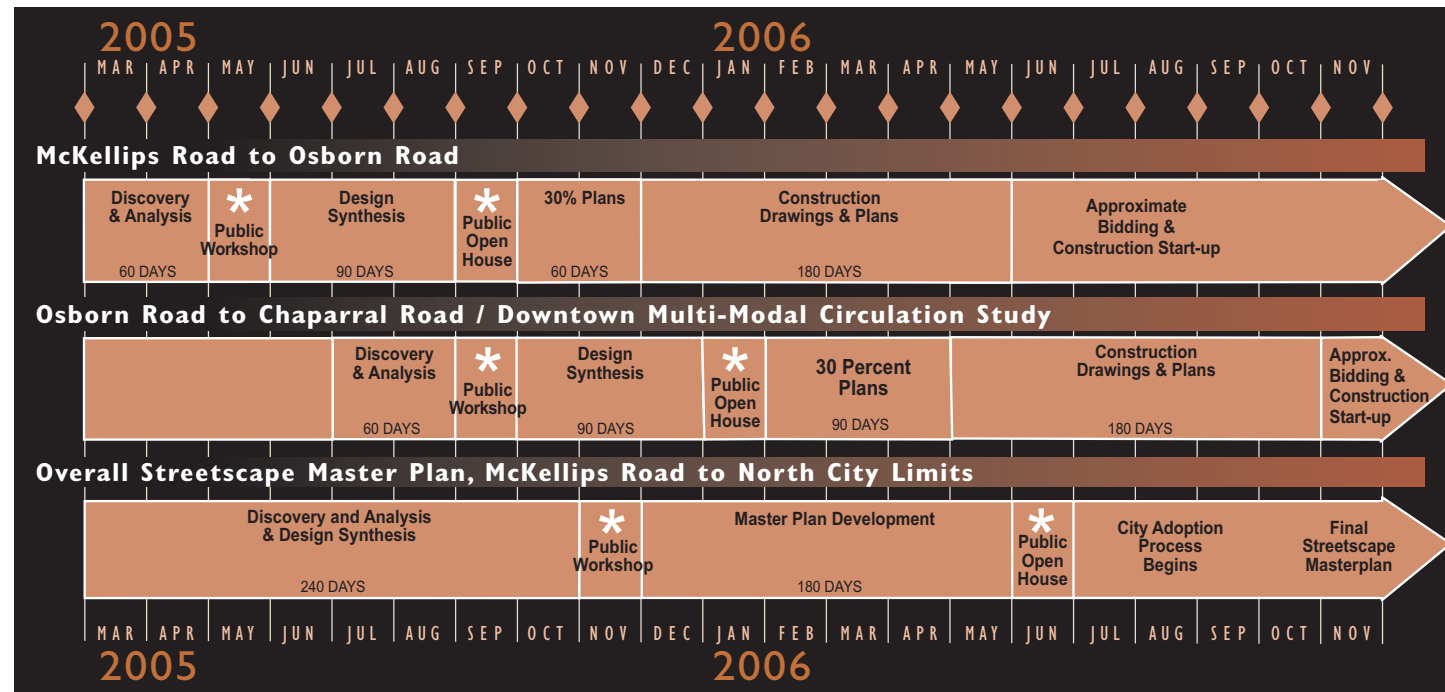
## Design Process

Throughout the summer of 2005, the project team is actively working to develop some initial design ideas, concepts and options to share with city staff in September 2005 and to unveil to the community for further input later this fall. After the team receives staff and community input on the design ideas, the preliminary design package for the southern segment will be prepared over this winter (2005/2006). Preliminary design for the downtown segment of Scottsdale Road will directly follow “on the heels” of the phase one work, and as the team progresses through the design process for the two southern segments, overall master plan concepts and design guidelines are beginning to evolve.



## Upcoming Outreach Fall 2005

The specific dates for the public workshop this fall to unveil initial design ideas and concepts for the southern segment of Scottsdale Road have not been set yet. It is anticipated that public meetings would occur in October or November 2005.





## **Existing Conditions Analysis and Workshop Series #1 Summary Report APPENDIX A**

### **Relevant Document Review Summaries**

#### **Scottsdale City Image Study**

Provides suggestions for city design policy in Scottsdale based on a research project to identify how Scottsdale is perceived by those who live and/or work there. It summarizes research methods used and major findings of the project.

This document is a good reference for developing an authentic character and identity for Scottsdale Road that is grounded in the community's values and aspirations.

#### **Scottsdale Places (1999)**

The Scottsdale Places program was created to recognize some of the best design projects in the city, based on nominations from Scottsdale's citizens. This report provides a summary of the Scottsdale Places Program and introduces the winning places.

This is a useful guide to the best places in Scottsdale. Where ever possible improvements to Scottsdale Road should strengthen connections to these notable destinations.

#### **Frank Lloyd Wright Boulevard Design Guidelines (1991)**

Design guidelines to create a landscape and hardscape theme along Frank Lloyd Wright Boulevard. Guidelines for planting palettes, paving patterns, signage, and street furniture are inspired from the design work of Frank Lloyd Wright.

As one of the valley's major design forces, Frank Lloyd Wright's influence on the vernacular design is still viable today. As design for the Scottsdale Road Streetscape Master Plan and Design Guidelines progresses, the design team should reference this document and the built works of Frank Lloyd Wright for inspiration.

#### **City of Scottsdale Scenic Corridor Design Guidelines (2003)**

These guidelines are a part of Scottsdale's Sensitive Design Program. They identify scenic corridors within Scottsdale and provide a vision statement and goals for preserving the scenic quality of those corridors. These guidelines address features such as right-of-way, crossings and intersections, and setbacks.



These scenic corridor design guidelines directly apply to the eleven mile stretch of Scottsdale Road from Frank Lloyd Wright Boulevard to Carefree Highway. The Scottsdale Road Streetscape Master Plan and Design Guidelines will incorporate the Scenic Corridor Design Guidelines.

#### **Character/Strategic Planning Summaries (2004)**

Provides an introduction to the concepts of character planning and strategic planning and their value to Scottsdale. Establishes and describes 23 Character Areas throughout Scottsdale.

Since the character of Scottsdale Road changes dramatically along its course, one of the project's primary goals is to enhance the individual identity of each character area while at the same time weaving the entire corridor together with elements of continuity.

#### **McDowell Corridor Improvements (2003)**

Guidelines for hardscape and landscape treatments along the McDowell Road Corridor, especially in relationship to car dealerships. Evaluates existing guidelines and provides recommended changes to promote revitalization of South Scottsdale and safe pedestrian circulation.

This document is particularly relevant for the redevelopment of the southern portion of Scottsdale Road. Successful approaches for enhancing the frontage treatments of car dealerships could be applied to car dealerships along Scottsdale Road. In addition, Scottsdale Road Streetscape Master Plan Project shares similar goals for economic vitality and pedestrian safety.

#### **Scottsdale Trails Master Plan Executive Summary (2003)**

This report analyzes all of Scottsdale trails including Primary/Signature Trails, Secondary Trails, Local Trails, Neighborhood Trails, and Trailheads. The following four neighborhoods were studied in detail; Desert Foothills, East Cactus Corridor, East Shea Corridor and Mescal Park. Based on analysis, the plan makes recommendations for trail acquisition and development, maintenance, and policies and procedures.

There is a real opportunity to strengthen connections to trails in close proximity to the Scottsdale Road. This plan is a great resource for increasing access and use of Scottsdale's trails network.

**Streets Master Plan (2003)**

This plan defines the long range plans for street improvements and the creation of new streets throughout Scottsdale. This document expresses the goals and objectives for developing the Scottsdale city network. In addition, the plan shows a typical street section for each street classification. This document also discusses the implementation of projects and includes the Transportation Commission's criteria for prioritizing transportation projects.

This plan is invaluable guide for Scottsdale Road Streetscape Master Plan and Design Guidelines. The character of Scottsdale Road changes dramatically over its course of 25 miles. The Streets Master Plan outlines design considerations for various roadway widths. In addition, the plan's implementation tools apply directly to establishing long term improvements for Scottsdale Road.

**Airpark/Sonoran Regional Core Areas**

This document studies the Airpark/Sonoran Regional Core Areas in relationship to the General Plan. This study examines the opportunities for future charter flights or short range air travel to the airport and how to minimize the aircraft noise over surrounding neighborhoods. The study also explores the addition of a future transit system to help alleviate traffic congestion in and around the airport.

This study most directly influences the planning for the northern segment of Scottsdale Road including improving vehicular and transit linkages to the airport.

**GLUE: Generic Landscape Urban Environments**

This study focuses on how to reinvigorate the existing commercial corridor of Scottsdale Road between McKellips and Earll Roads. The study presents ways of creating pedestrian-friendly spaces and connections along Scottsdale Road. Some strategies include the creation of dual-use spaces like a parking lot that converts to a basketball court in the evening, as well as the addition of shading structures, landscaping and street furniture.

This study provides a battery of good strategies for enhancing the pedestrian environment and improving the economic vitality of businesses along the southern segment of Scottsdale Road.

**Information materials given to the design team regarding the ASU:****Scottsdale Center for New Technology and Innovation**

Information packet includes conceptual design development of the former Los Arcos site at the corner of Scottsdale Road and McDowell Road for the ASU: Scottsdale Center for New Technology and Innovation. This document provides initial conceptual planning for the development of this approximately 40 acre site



including a development framework plan, pedestrian and vehicular circulation diagrams, allowable building heights, open space plan, typical street sections, conceptual landscape plans, and design guidelines.

The development of ASU: Scottsdale Center for New Technology and Innovation presents a great opportunity to reinvigorate economic and social vitality of the southern portion of Scottsdale Road. The Scottsdale Road Project and ASU: Scottsdale Center for New Technology and Innovation are being developed concurrently and should seek ways to integrate public space and promote social, economic and environment vitality.

# SCOTTSDALE ROAD STREETSCAPE • 30588

## Project Resources Inventory

Title	File Type	Date Received	From	Location
<b>Electronic Files</b>				
<a href="#">Appendix 8.1-A Plant List</a>	Word	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Maps Index</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 1</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 2</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 3</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 4</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 5</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 6</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 7</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 8</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 9</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 14</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 19</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 24</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 27</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 30</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
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<a href="#">City of Scottsdale Modeled Stormwater System - Map 34</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 37</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 38</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 41</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 42</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 45</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">City of Scottsdale Modeled Stormwater System - Map 46</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, January 2003</a>	Word	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 1.1</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 1.2</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 1.3</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 1.4</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 1.5</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.1</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.2</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.3</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.4</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory



# SCOTTSDALE ROAD STREETSCAPE • 30588

## Project Resources Inventory

Title	File Type	Date Received	From	Location
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.5</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.6</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.7</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.8</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.9</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.10</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.11</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.12</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.13</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.14</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 3.15</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 5.1</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 7.1</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 7.2</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 7.3</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 7.4</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 9.1</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 9.2</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 9.3</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 9.4</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 9.5</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 9.6</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Transit Corridor Study - Draft Final Report, Figure 9.7</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Streets Master Plan - Final Draft May 2003</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Streets Master Plan - Final Draft May 2003, Cover</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Streets Master Plan - Final Draft May 2003, Appendix</a>	PDF	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">ASU Scottsdale Transit Passenger Facility - Draft Vision March 2005</a>	Word	04.05.05	Dawn Coomer	Seattle project directory
<a href="#">Scottsdale Trails Master Plan: On the Right Trail Map February 2004</a>	PDF	04.06.05	Dawn Coomer	Seattle office (1)
<b>CD's</b>				
Downtown Scottsdale Waterfront Project & Canalbank Project	CD	04.18.05		Seattle office (2)      Tempe office
Glue ASU Study District #1	CD			Tempe office (2)
Scottsdale General Plan	CD			Seattle office (1)      Tempe office
<b>Brochures, Booklets, Etc.</b>				
Great Sonoran Community Planning	Hard Copy			Tempe office (6)
The Public Art Program for the City of Scottsdale	Hard Copy			Seattle office (1)

# SCOTTSDALE ROAD STREETSCAPE • 30588

## Project Resources Inventory

Title	File Type	Date Received	From	Location	
Desert Foothills Scenic Drive	Hard Copy			Seattle office (1)	Tempe office (3)
Desert Botanical Garden, Papago Park	Hard Copy			Seattle office (1)	Tempe office (4)
Citizen's Guide to Native Plant Ordinance	Hard Copy			Seattle office (1)	Tempe office (4)
Citizen's Guide to Environmentally Sensitive Lands	Hard Copy			Seattle office (1)	Tempe office (2)
Homeowner's Guide to Natural Area Open Space	Hard Copy			Seattle office (2)	Tempe office (4)
Scottsdale Sensitive Design Program 2000	Hard Copy			Seattle office (1)	Tempe office (2)
Scottsdale Sensitive Design Principles, amended March 2001	Hard Copy			Seattle office (1)	Tempe office (4)
Xeriscape: Landscaping With Style in the Arizona Desert	Hard Copy			Seattle office (1)	Tempe office (2)
Indian Bend Character Area Study community information packet	Hard Copy			Seattle office (1)	
Scottsdale Places, Volume I 1999	Hard Copy			Seattle office (1)	
Frank Lloyd Wright Boulevard Design Guidelines	Hard copy	04.18.05		Seattle office (1)	Tempe office (4)
Airpark / Sonoran Regional Core Areas - Draft Background Report	Hard copy	04.18.05		Seattle office (1)	
<b>Reports, Etc.</b>					
Streets Master Plan - Final Draft May 2003	Hard Copy	04.18.05		Seattle office (2)	Tempe office (2)
ASU Scottsdale Desired Nonmotorized Connections November 2004	Hard Copy			Seattle office (1)	
CityShape 2020 Executive Summary	Hard copy	04.18.05		Seattle office (2)	Tempe office (4)
Charcter/Strategic Planning Summaries 2004	Hard copy	04.18.05		Seattle office (2)	Tempe office
Desert Foothills Design Guidelines	Hard Copy			Seattle office (1)	
Scottsdale City Image Study, A Report to the Urban Design Studio	Hard Copy			Seattle office (1)	
Scottsdale Trails Master Plan: On the Right Trail, Exec Sum April 2003	Hard Copy			Seattle office (1)	
Scottsdale Trails Master Plan	Hard Copy				Tempe office (2)
City of Scottsdale Scenic Corridor Design Guidelines, Exec Sum March 2003	Hard Copy			Seattle office (1)	Tempe office (7)
City Scottsdale Scenic Corridor Design Guidelines February 2003	Hard Copy			Seattle office (1)	Tempe office (3)
Downtown Scottsdale Land Use Plan October 1995	Hard Copy			Seattle office (1)	Tempe office (2)
McDowell Corridor Improvement - 64th Street to Pima Road Streetscape Update February 2003	Hard Copy			Seattle office (1)	Tempe office
City of Scottsdale Tentative 2005 Calendar for Agenda Planning	Hard Copy			Seattle office (1)	Tempe office (4)
Scottsdale Visioning - Update of Accomplishments 1994	Hard Copy			Seattle office (1)	Tempe office (4)
<b>Maps, Inventory, Etc.</b>					
Scottsdale General Plan Summary and Land Use Map	Hard Copy			Seattle office (1)	Tempe office (4)
Scottsdale Road Enhancement Bond 2000 Project Program Funding & Financial Planning Perspectives	Hard Copy			Seattle office (1)	Tempe office
Scottsdale Road Enhancement Status Matrix	Hard Copy			Seattle office (1)	Tempe office
District #1 Strip Maps – McKellips to Osborn	Hard Copy			Seattle office (1)	Tempe office
District #1 Strip Maps – Roosevelt to Osborn	Hard Copy			Seattle office (1)	Tempe office

# SCOTTSDALE ROAD STREETSCAPE • 30588

## Project Resources Inventory

Title	File Type	Date Received	From	Location
District #1 Signalized Intersections	Hard Copy			Seattle office (I)
District #1 Bus Stops	Hard Copy			Seattle office (I) Tempe office
District #2 Strip Maps – Osborn to Chaparral, 1:600	Hard Copy			Seattle office (I) Tempe office
District #2 Signalized Intersections	Hard Copy			Seattle office (I) Tempe office
District #2 Bus Stops	Hard Copy			Seattle office (I) Tempe office
District #3 Base Map	Hard Copy			Seattle office (I)
District #4 Signalized Intersections	Hard Copy			Seattle office (I) Tempe office
District #4 Non-signalized Intersections	Hard Copy			Seattle office (I)
District #4 Bus Stops	Hard Copy			Tempe office
District #4 Right of Way	Hard Copy			Seattle office (I)
District #4 Parcels	Hard Copy			Seattle office (I) Tempe office
District #4 Utilities	Hard Copy			Tempe office
District #5 Intersections	Hard Copy			Seattle office (I) Tempe office
District #5 Bus Stops	Hard Copy			Seattle office (I)
District #5 Curb and Median Study	Hard Copy			Seattle office (I)
District #5 Right of Way	Hard Copy			Seattle office (I)
District #5 Parcels	Hard Copy			Seattle office (I)
District #5 Overhead Utilities Location	Hard Copy			Seattle office (I)
District #6 Scenic Corridor Easements	Hard Copy			Seattle office (I)
District #7 Scenic Corridor Easements	Hard Copy			Seattle office (I)
District #8 Scenic Corridor Easements	Hard Copy			Seattle office (I)
Corridor Strip Map	Hard Copy			Tempe office



presentation, collateral materials, and speakers notes will be prepared to allow for consistent and engaging presentations.

#### Press Releases and Media Contacts

A press release will be prepared by city staff prior to each public meeting to provide information about the event.

#### Let's Get Moving Show

The Let's Get Moving Show is a public information show that is done approximately four times a year. Efforts will be provided on the show and will include information on the status of the project and how residents can become involved in the project.

#### City Council Updates

City Council updates are prepared on a weekly basis by city staff. Updates will be provided as needed.

#### Study Sessions/Board Presentations

##### **ADD SOME MORE HERE.**

- Work-study sessions
- Briefings to the Transportation Commission and the Design Review Board – **TALK TO DAVE/MARY AND TIM/LUISA**
- Scottsdale Public Art (SPA) Board – **TALK TO JANA**

#### Reports and Documentation

Notes from public involvement meetings will be maintained by the city project manager and available to interested persons upon request.

#### On-Going Program Management

The project team will continually monitor the public involvement program to assess its effectiveness in meeting the goals and objectives of the project. Changes and modifications will be performed as necessary.

#### **Timeline**

A timeline for major elements of the Scottsdale Road Project and public involvement activities is provided on the following pages.

**Scottsdale Road Streetscape and Design Guidelines; Downtown Circulation Update**  
**DRAFT Public Involvement Schedule**  
**Updated April 13, 2005**

	2005											2006											
Project Tasks	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Streetscape Design from McKellips Road to Osborn Road	Discovery and Analysis (60 days)		Design Dialogue (30 days)	Design Synthesis (60 days)		30 Percent Plans (90 Days)			FUTURE PROJECT: Construction Drawings and Plans (180 Days)														
Streetscape Design from Osborn Road to Chaparral Road/Downtown Circulation Update	Downtown Circulation Study (120 Days)				Discovery and Analysis (60 days)		Design Dialogue (30 days)	Design Synthesis (90 days)			30 Percent Plans (90 Days)			FUTURE PROJECT: Construction Drawings and Plans (180 Days)									
Streetscape Master Plan, McKellips Road to North City Limits	Discovery and Analysis; Design Synthesis (240 Days)								Design Dialogue (30 days)	Master Plan Development (240 Days)													
Public Involvement Activities																							
Project Kick-Off Meetings and Key Interviews	X																						
CST Meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Design Dialogue Workshop			X				X		X														
Presentations and Public Open Houses			X			X					X												
Project Newsletters			X			X				X				X				X					
Traveling Displays	Timing Not Yet Determined.																						
Web Site and Email	Continuous Effort																						

**Scottsdale Road Streetscape and Design Guidelines; Downtown Circulation Update**  
**DRAFT Public Involvement Schedule**  
**Updated April 13, 2005**

	2005								2006															
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
Telephone	Continuous Effort																							
Mailing List and Database	Continuous Effort																							
Coordination with Other City Outreach Efforts	Continuous Effort																							
Speaker's Bureau	Continuous Effort																							
Press Releases and Media Contacts			X			X	X		X		X													
Let's Get Moving Show			X				X				X				X									
City Council Informational Updates	Continuous Effort																							
Study Sessions/Board Presentations	Continuous Effort																							
Reports and Documentation	Continuous Effort																							
Ongoing Program Management	Continuous Effort																							





## **APPENDIX B: PUBLIC INVOLVEMENT PLAN**

**May 6, 2005**

### **Introduction**

The Scottsdale Road Streetscape, Design Guidelines and Downtown Circulation Update Project (Scottsdale Road project) contains four major elements:

- Comprehensive streetscape master plan for the entire 27-mile length of Scottsdale Road
- Detailed streetscape design (thirty percent design drawings) for Scottsdale Road from McKellips Road to Osborn Road
- Detailed streetscape design (thirty percent design drawings) for Scottsdale Road from Osborn Road to Chaparral Road
- Update of the downtown circulation plan

### Streetscape Master Plan

The comprehensive streetscape master plan for Scottsdale Road will address the entire 27-mile Scottsdale Road corridor. General streetscape design guidelines and conceptual element cost estimates will be addressed. The goal of the design guidelines is to establish an identity and visual character for Scottsdale Road as a “signature” corridor along its entire length; create an integrated “signature” streetscape design that will enhance the aesthetic of the road; respect the existing neighborhood characteristics; provide opportunities for public art; improve mobility for pedestrian, bicycle, and transit travel; and preserve the opportunity for future high capacity transit. Creating a visual quality that is symbolic of the city as a whole and is appropriate for the “name” of the community will be an important consideration, as well as recognizing and strengthening the sense of place of the established unique character areas along Scottsdale Road while linking each to the next adjacent one. The design guidelines will challenge the community and adjacent property owners to look beyond the “norm” to achieve a higher level of character and pride along this vital corridor and will create ongoing public and private opportunities to exemplify the community values of this signature street.

### Detailed Streetscape Design

The City's initial priority for this project shall be a focused streetscape design for the segment of Scottsdale Road from McKellips Road north to Osborn Road. The second priority is preparation of a circulation update and streetscape design concept for the segment of Scottsdale Road from Osborn Road north to Chaparral Road (Downtown). The streetscape designs for these two segments will be carried to a 30 percent level of design at this stage of the project. Construction

cost estimates appropriate for this level of design will be provided for both segments as well as streetscape design guidelines.

Elements of the streetscape design may include, but are not limited to: expanded sidewalks; opportunities for public art; enhanced intersection aesthetic and/or crossing treatments; improved transit stops; pedestrian friendly street hardware; street furniture; and landscape design for medians, back of curb right of way and adjacent private development. In addition, because components of this project will be eligible for federal funding, documents prepared by the consultant team will address associated federal requirements.

### Public Participation

Public participation is an important element of the Scottsdale Road Project. Extensive opportunities for public involvement and public education are planned throughout the study process. Input will be sought from a variety of key audiences including staff from different city departments, elected and appointed officials, users of Scottsdale Road, property owners and adjacent businesses, neighborhood associations and surrounding jurisdictions. This document highlights the major elements of the public involvement program for the Scottsdale Road project, including major goals of the program, outreach methods and timing.

### **Project Team**

The team is comprised of city staff, a consultant team, and project artists. Primary city staff contacts are the project manager and the project planner. The city project manager is responsible for project communication with the consultant team.

#### City Project Manager

The project manager for the City of Scottsdale is:

Dawn M. Coomer, Senior Transportation Planner  
City of Scottsdale Transportation Department  
7447 E. Indian School Road, Suite 205  
Scottsdale, Arizona 85251  
Phone: 480-312-7637  
Fax: 480-312-4000  
Email: [Dcoomer@ScottsdaleAZ.gov](mailto:Dcoomer@ScottsdaleAZ.gov)

#### City Project Planner

The primary planning support for the project is being provided by:

Tim Conner, Senior Planner  
City of Scottsdale Planning and Development Services  
7506 E. Indian School Rd.  
Scottsdale, Arizona 852251  
Phone: 480-312-7833  
Fax: 480-312-7314  
Email: [Tconner@ScottsdaleAZ.gov](mailto:Tconner@ScottsdaleAZ.gov)

### Consultant Team and Roles

Otak is the prime consultant and is responsible for project management and coordination, overall design development and cohesion and communications between the consultant team and the City. Otak is taking the lead responsibility for direct coordination with the Project Artists. Otak is responsible for overall development and delivery of all project products submitted to the City, including memorandums, studies/master plans, design plans (P S & E), design concept reports, and presentation materials (displays, digital media, hand-out materials, etc.). Throughout all tasks, all primary communications between the City of Scottsdale and the consultant team will be conveyed through the Otak project manager and her support staff.

Subconsultants include Thomas Balsley and Associates (TBA), Selbert Perkins (SP) and DKS Associates. TBA's focus will be on assisting the team with development of design concepts related to the Scottsdale Road corridor as a "place" (placemaking) and in helping to better define the corridors interrelationship with adjacent public and private lands - including opportunities related to existing and potential civic and public gathering spaces adjacent to the corridor and in Downtown. TBA will be integrally involved in all aspects of schematic design, and Tom will provide leadership in design excellence to the team.

SP's design team includes landscape architects and urban designers that will focus on development of design concepts, working closely with other team members, including the Project Artists and City staff. SP will be integrally involved in all aspects of schematic design.

DKS will focus on technical analysis related to operational aspects of the corridor and downtown street network, advising the team as to how design solutions could improve transportation functions, such as enhanced connectivity and mobility with a focus on addressing the needs of multi-modal travelers.

### Project Artists

The Scottsdale Cultural Council Public Art Board approved project team artists Bob Adams and Buster Simpson on February 8, 2005. The artist team reports to the Scottsdale Public Art Program which works in consultation with the City. The artist team will work with the engineering team to ensure that art is an integral element of the project. The artist team's scope of work includes a public art master plan for the entire Scottsdale Road corridor as well as design and fabrication of specific artworks with particular attention to the McKellips to Chaparral segment of Scottsdale Road.

### **Public Involvement Goals and Objectives**

With the Scottsdale Road Project, the Project Team will:

- Educate and inform drivers, nearby property owners and businesses, neighborhoods and community interest groups, and public officials about the Scottsdale Road project.
- Encourage public participation by providing numerous and appropriate opportunities and forums for public education and input
- Involve and communicate with the public and stakeholders with appropriate methods on a continual basis.



- Build consensus for an option that best meets the needs of diverse stakeholders.
- Conduct an open and fair public involvement process.
- Manage community and stakeholder expectations; be honest; do not over promise or under deliver.
- Coordinate public involvement activities with other city projects, such as the ASU Scottsdale Center and the Downtown "Monthly Chats."

## **Implementation Activities**

### Project Kick-Off Meeting and Key Interviews

At the beginning of the project, staff from different city departments were invited to a consultant team/city staff kick-off meeting. Participants received project notebooks with key information about the project, including scope, schedule and major milestones. This two-hour meeting was held on March 23, 2005.

On March 24 and March 25, the consultant team, city project manager and city project planner, and team artists met with various city departments in small to obtain input and guidance on the project. In concert with the project kick-off meetings, the consultant team, city project manager, city project planner and team artists met on March 24 and 25 to conduct separate "focus group" meetings with and interview City Staff representatives and key stakeholders to assure a full understanding of operational, maintenance, and design expectations are incorporated into the design process. Meetings included staff focused on the following key areas: Public Art; Maintenance/Field Services; Land Survey, Drainage, Water and Sewer; Downtown Group; Transportation and Trails; Planning and Development Services; Economic Vitality.

### City Staff Team

The city project manager and project planner created a list of staff members from various city departments that have a stake in the Scottsdale Road Project. These individuals have been invited to monthly meetings that will help increase communication and consistent messages among various city departments. These meetings have been scheduled to increase communication and consistent messages among various city departments. Agendas will be prepared monthly prior to each meeting and distributed to team members to allow the members to attend meetings where they are most interested. The project manager from the consultant team will attend each monthly meeting. More frequent meetings may be scheduled either with the entire group or appropriate representation from the group as the need arises.

### Design Dialogue Workshops

Several three-day "Design Dialogue" interactive workshop series will be held to obtain input on streetscape design ideas and options. This process involves neighborhood organizations, businesses/chamber of commerce, tourism interests, environmental and conservation groups, representatives from various public agencies, non-profit groups, bicycle and pedestrian groups, City staff from multiple departments, representatives from boards and commissions, peers from the design community, artists community representatives and others as appropriate. Three design dialogues workshops are planned:

- Streetscape design for Scottsdale Road from McKellips Road to Osborn Road;
- Streetscape design for Scottsdale Road from Osborn Road to Chaparral Road and the Downtown Circulation Update; and
- Streetscape Master Plan.

The Design Dialogue Series includes both workshop focus group sessions for 20 to 25 participants, and one public meeting held in the evening. The consultant team will prepare presentation materials for the focus group sessions and open house, working collaboratively with city staff on developing and printing maps, plans, slide presentation/toolbox of ideas for the Design Dialogue workshop. Much of this information will express an analysis of existing conditions, opportunities, and challenges generated from the work done previously but now organized into presentable formats. This information will be reviewed by the city project manager and others as appropriate, refined as needed and finalized.

For all Design Dialogue Workshops, property owners within ½ mile of the Scottsdale Road corridor will be notified of the public meeting with a postcard mailer. Public meeting notices will be placed on the project Web page and in email notifications. Press releases will be done for the public open house as well. Personalized letters will be mailed to businesses and residents invited to participate in the focus group sessions. Businesses along Scottsdale Road and in downtown will be invited to participate in focus group sessions. Neighborhood leaders will be invited to participate in focus group sessions.

The workshop will include a presentation of existing conditions, opportunities, and challenges, and draft vision, goals/objectives for the corridor. The purpose of the workshop will be to gather input on design options and treatments, as well as theme building. This workshop series also will provide the opportunity for involvement with design experts in the community through special workshop sessions. The consultant team will work with the City to conduct the design dialogue and provide staffing for overall meeting organization and meeting facilitation. Sub-consultants from TBA and SP project leads to attend all workshop sessions and public meetings. At least one member of the artist team will attend all focus group workshop sessions and public meetings. City staff (CST members) are encouraged to actively participate as much as possible in the workshop sessions.

Upon completion of the design dialogue workshops, the team will develop preliminary concepts and ideas and initial cost analysis (schematic design package). The consultant team will prepare a workshop summary report and design concepts presentation package. This report will summarize comments expressed by workshop participants in an organized manner. Information will be synthesized under topics or themes as appropriate. Sketches and design ideas developed in the design dialogue workshops will also be presented in the workshop summary report. After review by the CST and minor refinements, this report could be placed on the project webpage for public viewing.

## Presentations and Public Open Houses

Following the development of schematic design concepts and ideas, two members from the prime consultant will attend a public open house where the presentation materials showing schematic design concepts and ideas are presented to the public. Otak will prepare notes summarizing comments received at the open house. These comments will feed directly into the process of developing 30 percent plans as directed by the CST.

Property owners within ½ mile of Scottsdale Road will be notified of this public open house using post cards. Meetings notices will be placed on the project Web page and in email notifications. A press release will be done for open houses. If appropriate, some meetings may be advertised with a display ad in the Scottsdale Tribune.

## Project Newsletters

City staff will prepare quarterly newsletters that will provide timely updates to key audiences and the general public. Newsletter articles will describe the status of the Scottsdale Road Project, announce public involvement opportunities, respond to frequently asked questions, and solicit feedback from readers. The newsletter will be posted on the City's project web page and emailed to interested citizens.

The first newsletter will generally describe the project, announce the start up of the project, and notify the community about the upcoming workshop events. The consultant team will develop the draft newsletter and the City will review the newsletter, finalize the newsletter, print and distribute the newsletter.

The second newsletter will describe the status of the project, and include information on the second Design Dialogue Workshop and public meeting for the thirty percent plans for the streetscape design of Scottsdale Road from McKellips Road to Osborn Road. The newsletter will describe the thirty plans for this segment.

The third newsletter will include a status of the project, including a summary of the third Design Dialogue Workshop. Information on the public meeting for the thirty percent design plans for the streetscape design of Scottsdale Road from Osborn Road to Chaparral Road will be included. The newsletter will describe the thirty plans for this segment and also describe work done on developing design guidelines for the entire Scottsdale Road corridor.

The fourth newsletter will provide a status on the streetscape design for both segments and summarize work done on the design guidelines and a schedule for their approval and implementation. Work on future implementation of the streetscape design will be included.

The fifth newsletter (if needed) will highlight key accomplishments of the project and identify future projects for the Scottsdale Road corridor. This letter might also include information currently beyond the scope of this project, such as the construction documents and implementation of the streetscape improvements.



### Traveling Displays

Traveling displays will be prepared by the consultant team to provide general information on the project. These displays will be placed in various community locations, such as libraries, community centers and senior centers.

### Web Site and Email

City staff will update and create a web page devoted to this project to provide information on the Scottsdale Road Project. An email distribution list will be maintained and used to distribute project information. The city project manager email contact information will be published and included in all publicity materials.

In addition, information on the project will be distributed to email-based city publications, including the Scottsdale Update, Scottsdale Update – Development Focus, Downtown Scottsdale Bulletin and Scottsdale Neighborhood Revitalization Update. The Scottsdale Update is a weekly newsletter that is focused on news, events and public involvement opportunities. The Scottsdale Update – Development Focus is a weekly newsletter that focuses on city news, events and public involvement opportunities with an emphasis on planning and development issues. The Downtown Scottsdale Bulletin includes information for downtown businesses and residents on city activities, events and news in the downtown area. The Scottsdale Neighborhood Revitalization Update is a weekly update that includes a summary of city efforts to revitalize Scottsdale's neighborhoods with a current focus in on efforts south of Indian Bend Road.

### Telephone

The phone number of the city project manager will be placed in all publicity materials. Calls can be answered during normal business hours and by voice mail outside normal business hours. Interested persons can call the city project manager to obtain information and responses to questions.

### Mailing List and Database

The City maintains a database of all property owners and neighborhood groups. In addition, the Economic Vitality Department has a database listing all business along Scottsdale Road from McKellips to Chaparral Road. These lists will be used to involve affected individuals to public involvement events. In addition, a project data base with all businesses and residents invited to attend a design dialogue focus group workshop will be maintained.

### Coordination with Other City Outreach Efforts

The City is conducting numerous projects along Scottsdale Road and in the Downtown area. The city project manager will work with the members of the Staff/Consultant Oversight Team to identify opportunities for presentations at these meetings, such as the "monthly chats" sponsored by the Downtown Group.

### Speaker's Bureau

The city project manager and other designated team members will be available to give presentations to meetings of civic, neighborhood, business and other groups as requested.

This opportunity will be listed on the project Web site and in written materials. A formal presentation, collateral materials, and speakers notes will be prepared to allow for consistent and engaging presentations.

#### Press Releases and Media Contacts

A press release will be prepared by city staff prior to each public meeting to provide information about the event.

#### Let's Get Moving Show

The Let's Get Moving Show is a public information show that is done approximately four times a year. Efforts will be provided on the show and will include information on the status of the project and how residents can become involved in the project.

#### City Council Updates

City Council updates are prepared on a weekly basis by city staff. Updates will be provided as needed.

#### Study Sessions/Board Presentations

As needed, the Design Review Board, Planning Commission and Transportation Commission will be involved in work-study sessions to receive information and ask questions about the project. Scottsdale Public Art staff will work to keep the Scottsdale Public Art (SPA) Board apprized of the status of the project. In addition, members of the Design Review Board, Planning Commission and Transportation Commission will be invited to all public meetings.

#### Reports and Documentation

Notes from public involvement meetings will be maintained by the city project manager and available to interested persons upon request.

#### On-Going Program Management

The project team will continually monitor the public involvement program to assess its effectiveness in meeting the goals and objectives of the project. Changes and modifications will be performed as necessary.

#### **Timeline**

A timeline for major elements of the Scottsdale Road Project and public involvement activities is provided on the following pages.

**Scottsdale Road Streetscape and Design Guidelines; Downtown Circulation Update**  
**DRAFT Public Involvement Schedule**  
**Updated April 13, 2005**

	2005												2006											
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
Project Tasks																								
Streetscape Design from McKellips Road to Osborn Road	Discovery and Analysis (60 days)		Design Dialogue (30 days)	Design Synthesis (60 days)		30 Percent Plans (90 Days)			FUTURE PROJECT: Construction Drawings and Plans (180 Days)															
Streetscape Design from Osborn Road to Chaparral Road/Downtown Circulation Update	Downtown Circulation Study (120 Days)				Discovery and Analysis (60 days)		Design Dialogue (30 days)	Design Synthesis (90 days)			30 Percent Plans (90 Days)			FUTURE PROJECT: Construction Drawings and Plans (180 Days)										
Streetscape Master Plan, McKellips Road to North City Limits	Discovery and Analysis; Design Synthesis (240 Days)								Design Dialogue (30 days)	Master Plan Development (240 Days)														
Public Involvement Activities																								
Project Kick-Off Meetings and Key Interviews	X																							
CST Meetings	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Design Dialogue Workshop			X				X		X															
Presentations and Public Open Houses			X			X					X													
Project Newsletters			X			X				X				X				X						
Traveling Displays	Timing Not Yet Determined.																							
Web Site and Email	Continuous Effort																							
Telephone	Continuous Effort																							
Mailing List and Database	Continuous Effort																							



**Scottsdale Road Streetscape and Design Guidelines; Downtown Circulation Update**  
**DRAFT Public Involvement Schedule**  
**Updated April 13, 2005**

	2005									2006													
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Coordination with Other City Outreach Efforts	Continuous Effort																						
Speaker's Bureau	Continuous Effort																						
Press Releases and Media Contacts			X			X	X		X		X												
Let's Get Moving Show			X				X				X				X								
City Council Informational Updates	Continuous Effort																						
Study Sessions/Board Presentations	Continuous Effort																						
Reports and Documentation	Continuous Effort																						
Ongoing Program Management	Continuous Effort																						



# Scottsdale Road Multimodal Travelers

Pedestrian Users



Scottsdale Road Streetscape and Design Guidelines



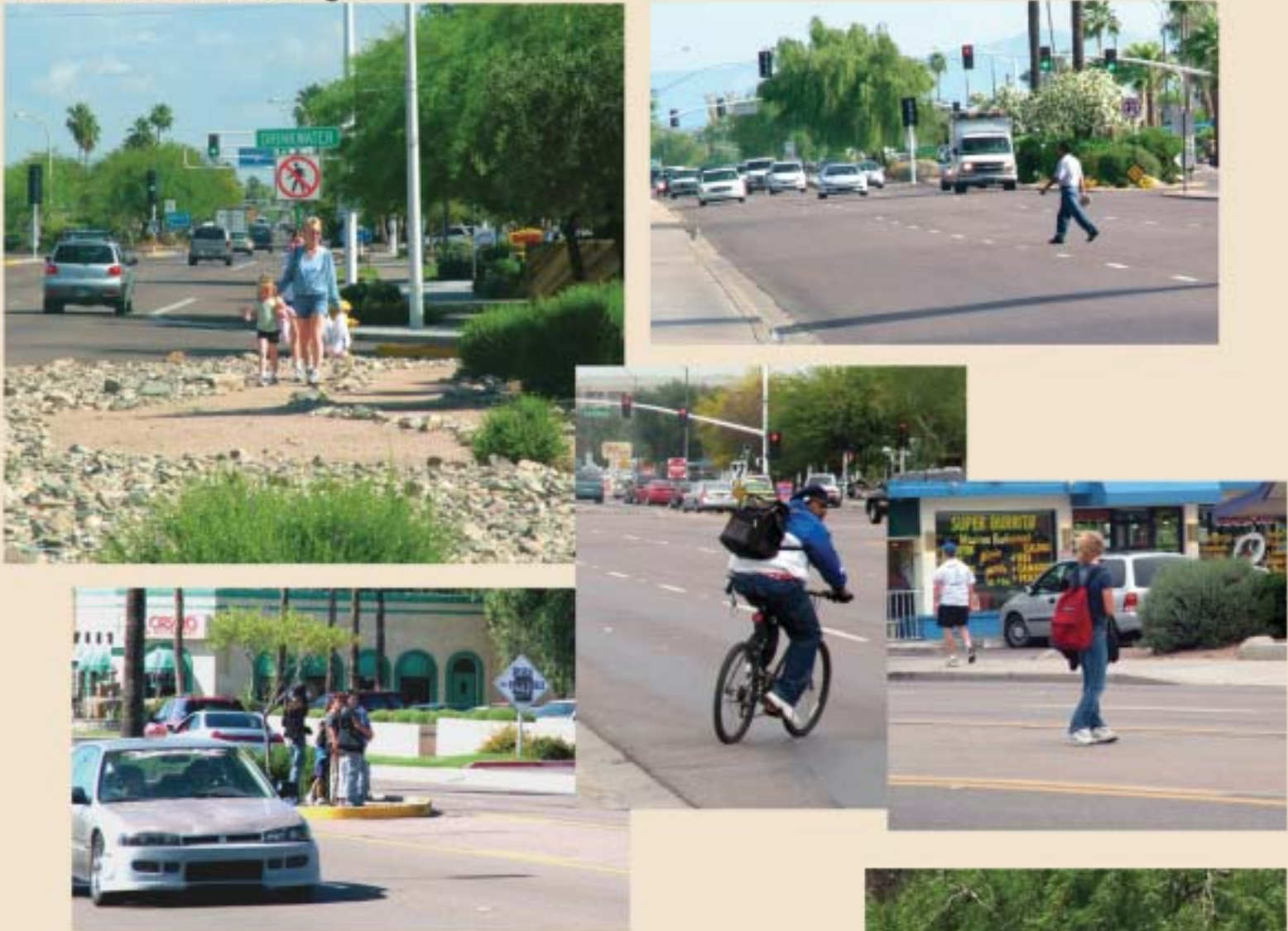


# Scottsdale Road Multimodal Travelers

Scottsdale Road Streetscape and Design Guidelines



## Mid-block Crossings



## Bicycle Users







# Scottsdale Road Sheltered Bus Stops

Copper Roof Style Shelter



Seating & Trash Can



Bike Rack

Shelter With Newspaper Dispensers



Blue Canvas Shelter With Screen



Shelter Provided By Trees





# Scottsdale Road Non-Sheltered Bus Stops

Scottsdale Road Streetscape and Design Guidelines



Bus stops providing no shelter



Bus stops with no sign



Bus stops provide no shelter or seating





# Paving & Surfaces

## Scottsdale Road

Scottsdale Road Streetscape Design and Design Guidelines



### Existing Sidewalk Conditions



Sidewalk adjacent to displayed cars



Planting buffer at back of sidewalk



Planting Buffer



Narrow Sidewalk

### ADA Curb Ramps



### Existing Bike Accommodations



### Existing Paving Details



### Bike Lane Examples





# Paving & Surfaces

Scottsdale Road Streetscape and Design Guidelines



Gravel Painting



Sidewalk Chalk Art



Pavement Patterns



Terrazo



Roadway Painting,





# Street Furnishings

Scottsdale Road Streetscape and Design Guidelines



Shade/Shelter



Scottsdale Library



Seventh Avenue Beautification

Multi-purpose Activites



Chess Players

Ping-Pong Players



Book Fair



Las Ramblas, Barcelona, Spain



# Street Furnishings

Scottsdale Road Streetscape and Design Guidelines



Trellises



Benches



Giant Clock





# Landscape Elements

Scottsdale Road Streetscape and Design Guidelines

## Median Plantings



## Portable Landscapes



## Landscape Art





# Landscape Elements

Scottsdale Road Streetscape and Design Guidelines



## Walkways



## Manicure/Formal Landscapes





# Lighting & Traffic Controls

Scottsdale Rd. Light Poles



Scottsdale Rd. Pedestrian Signals



Scottsdale Rd. Signal Mast Arms





# Lighting & Traffic Controls

Scottsdale Road Streetscape and Design Guidelines



## Lighting Examples from Around the World



*Barcelona, Spain*



*Japan*



*Integrated with Walkway Canopy*



*Contemporary Fixtures*



*Diamond District, NYC at Night*



*Diamond District, NYC by Day*



*Lighting with Banner*



*Lighting Retrofit*



*Solared Powered Light*



*Scottsdale Rd.*



# Gateways

Scottsdale Road Streetscape and Design Guidelines



Gateway to LAX Airport, California



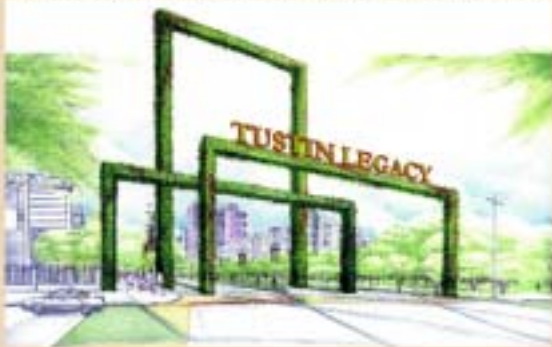
Gateways can be multi-dimensional



Gateway to Inglewood, California



Gateways that use local materials





# Wayfinding

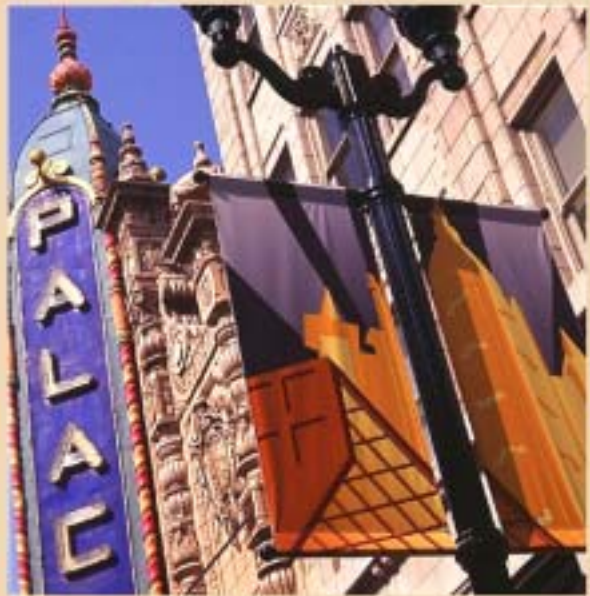
Scottsdale Road Streetscape and Design Guidelines



Roadway-Oriented Signage



Pedestrian-Scaled Signage



Inspiration from indigenous designs



Wayfinding inspired by native plants



Wayfinding integrated in pavement and walls





# Sun and Water

Scottsdale Road Streetscape and Design Guidelines







# Scottsdale Road Streetscape and Design Guidelines



## Design Dialogue Workshop Series

May 23 -26, 2005

The Otak Team

Scottsdale Road Streetscape and Design Guidelines



# Who We Are

Otak, Inc.

Thomas Balsley Associates, New York

Selbert Perkins Design Collaborative

DKS Associates

Project Artists: Buster Simpson and Bob Adams



**We're a Team!**

Creative, interdisciplinary approach

Team partnership with City of Scottsdale staff, Scottsdale Cultural Council,  
corridor stakeholders, and community interests

Scottsdale Road Streetscape and Design Guidelines





# Project Approach – Team Strengths

- Design direction informed by a community based process
- Local knowledge and presence through recent work in the Valley and Otak's Tempe office
- Fresh perspectives and insights
- We understand how streets should function for everyone.
- Design excellence in creating places for people.



# Project Components:



**1 - McKellips to Osborn Streetscape (Phase 1)**

**2 - Osborn to Chaparral Streetscape (Phase 2)**



**3 - Downtown Circulation Update**

- Concurrent with Osborn to Chaparral
- Evaluate high capacity transit influence

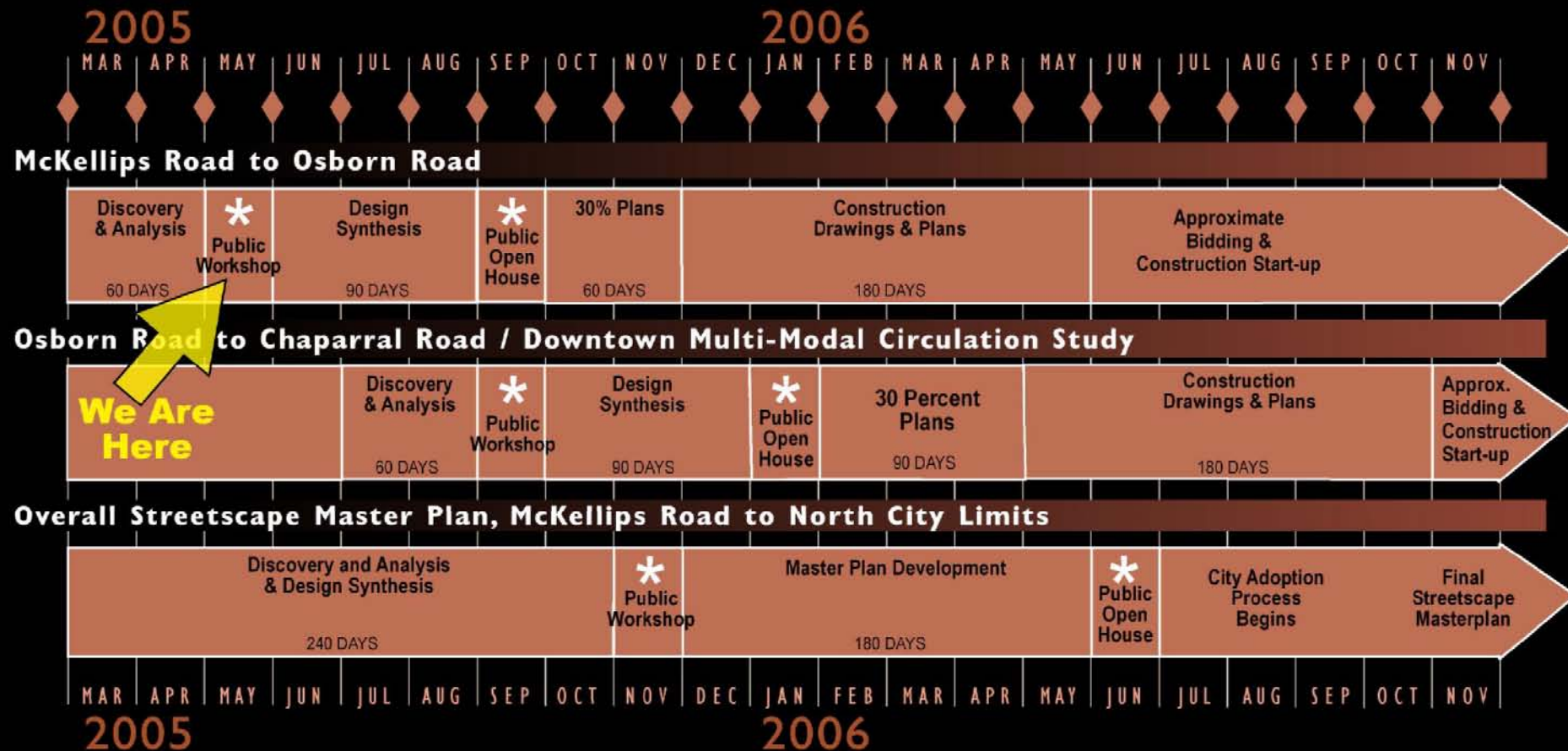
**4 – Master Plan & Design Guidelines for Entire Corridor**

- Elements of Continuity
- Elements of Distinction
- 





# Project Schedule:



## Public Involvement and Community Outreach

# “Design Dialogue”

### What is it?

A community based process that builds broad support for planning and design solutions.

A series of progressive, interactive workshop sessions.





## Public Involvement and Community Outreach

### The process facilitates:

- Broad participation of a diversity of interests
- Project support – common ideas are revealed
- Informed decision making
- Immediate understanding of desired outcomes and responsiveness to input

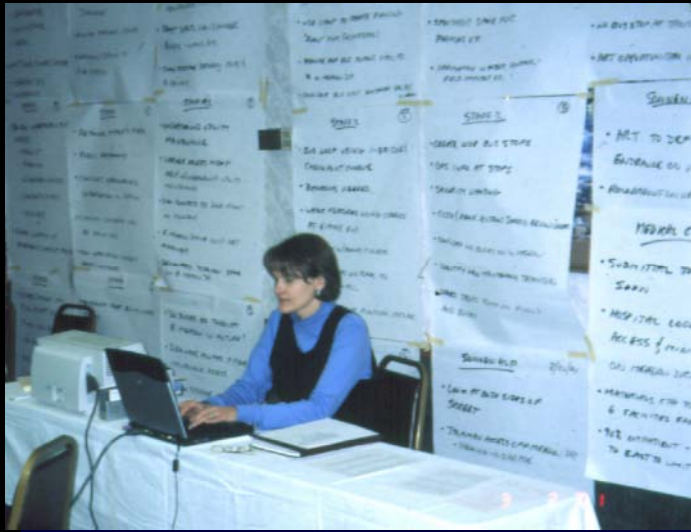


Scottsdale Road Streetscape and Design Guidelines



## Public Involvement and Community Outreach

### Comments & Ideas Documented in Writing and Graphically



Scottsdale Road Streetscape and Design Guidelines





## Project Goals:

- ❖ Establish identity and visual character – a signature streetscape; the city’s “living room;” a corridor of day and night.
- ❖ Recognize and strengthen sense of place of each segment while linking the corridor as a whole.
- ❖ Look beyond the “norm” to achieve a higher level of character and pride.
- ❖ Strengthen the community and enhance quality of life.
- ❖ Preserve economic values.



# Building Character & Identity





# Building Character & Identity



# Building Character & Identity



Scottsdale Road Streetscape and Design Guidelines

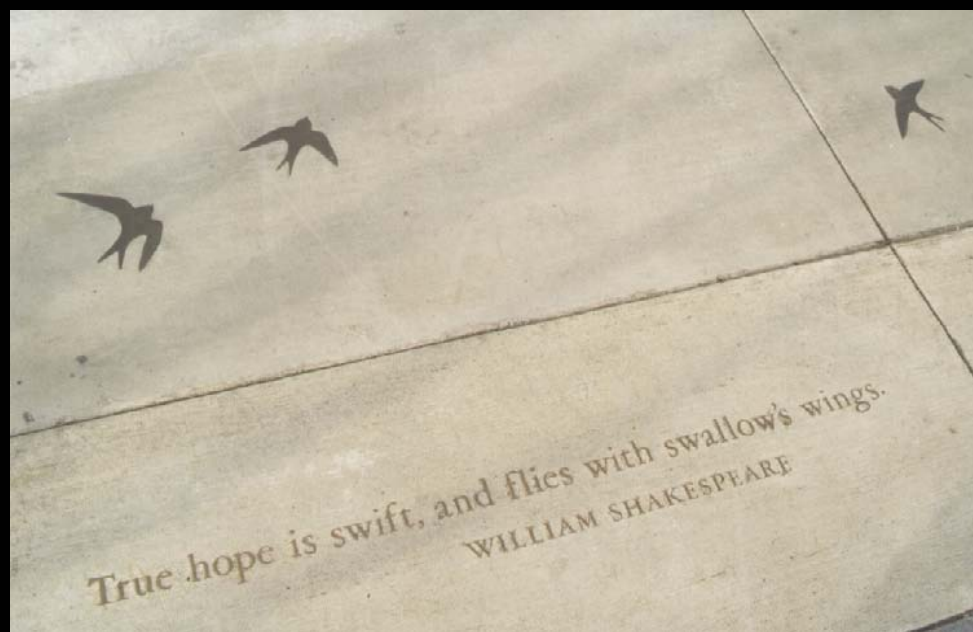




# Building Character and Identity

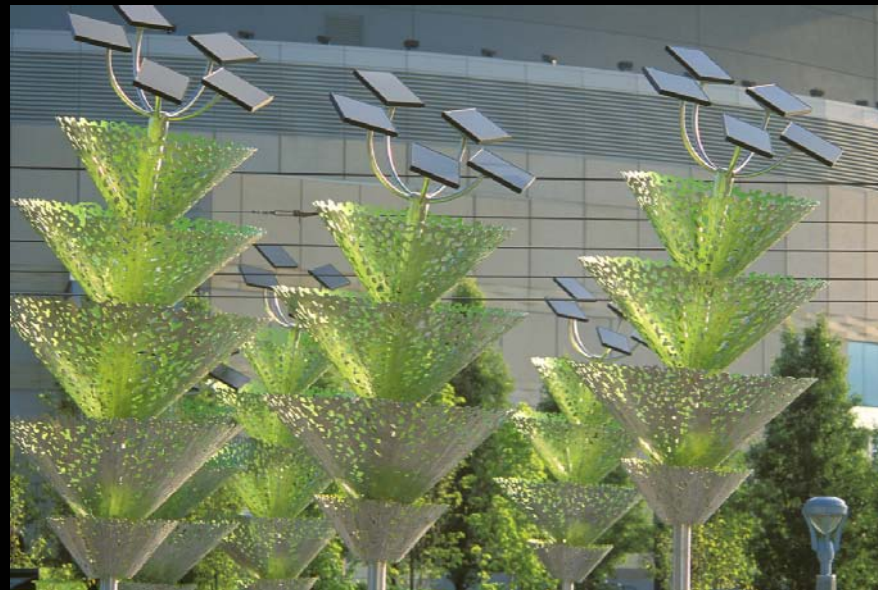


# Creative Approaches





# Creative Approaches

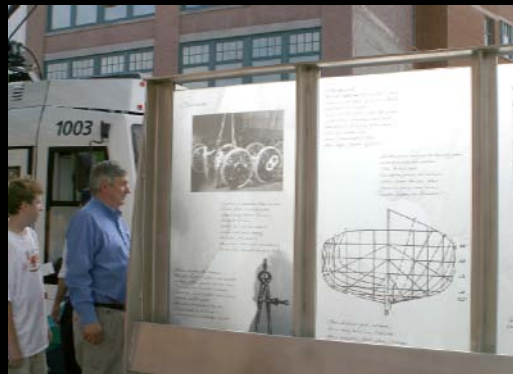


Scottsdale Road Streetscape and Design Guidelines





## Creative Approaches



Scottsdale Road Streetscape and Design Guidelines



# Creative Approaches



## CENTRAL PHOENIX/EAST VALLEY LINE SECTION 5 APACHE & McCLINTOCK STATION CHARACTER / ART

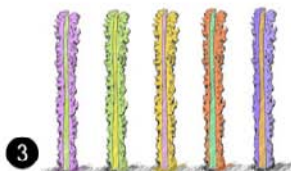
Station Artists - Christine Bourdette  
Dan Corson  
Benson Shaw  
Suikang, Zhao

Works will celebrate the diverse populations of the area while exploring the similarities that are constant

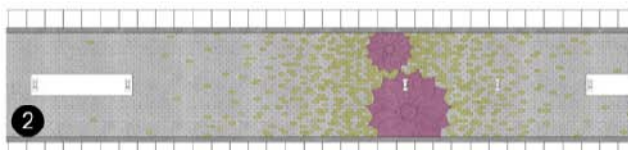
- Christine Bourdette: 3D green screen mosaic inserts with hourglass-shaped openings which refer to time and of cultural history
- Dan Corson: shimmering Mylar dots create bands of reflected light above canopies to express DNA sequencing
- Benson Shaw: community evolution expressed as plant imagery integrated into platform paving
- Suikang Zhao: tall, slender text poles mark both the entrances of the station, mimicking the existing palm trees



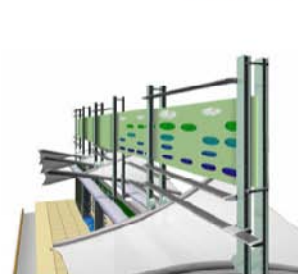
Artist Christine Bourdette



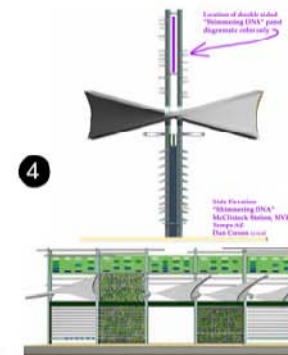
Artist Suikang, Zhao



Artist Benson Shaw



Artist Dan Corson



# Community and Economic Values

## Thinking about the Street Corridor as a Place for Everyone

- Motorists
- Pedestrians
- People with Physical Challenges
- Bicyclists
- Transit Riders
- Trucks - Movement of Goods
- Business Access

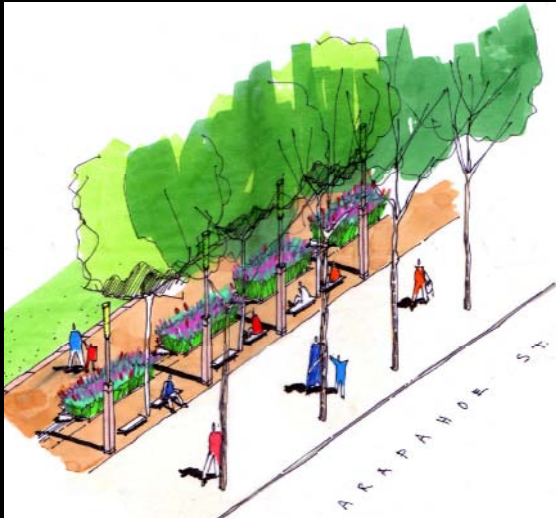




# Community and Economic Values

## Streetscapes are Good for Business!

- Customers' perceptions are more favorable of districts with trees
- People stay longer in landscaped areas
- Customers perceive a higher quality of consumer services
- Customers are willing to pay up to 12 percent more!



# Community and Economic Values

## Community Livability:

- Pedestrian walkability makes urban districts unique and viable
- People gravitate to places where walking is interesting
- People will walk up to 1,500 feet if the streetscape experience is vibrant and full of other people





# Community and Economic Values

## Other Benefits:

- Property values are higher in walkable communities.
- Walkable areas attract tourists.
- Street corridors that accommodate all types of travel are safer corridors overall.
- Streets that provide access to transit and a range of businesses add to the health and vitality of communities.



# Community and Economic Values

## Important Considerations:

- Preserving access to and visibility of businesses
- Minimizing disruptions during construction
- Strengthening the long-term viability of businesses
- Providing a safe, secure, functional, attractive, and comfortable streetscape for everyone.

